

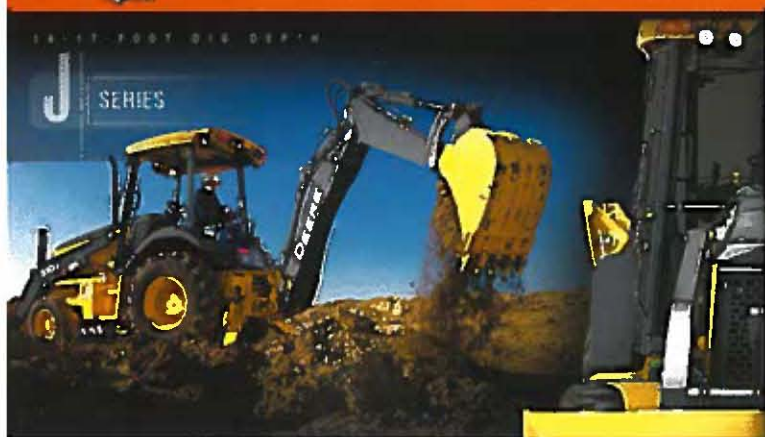
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Michael W. Cruz, M.D.
Lieutenant Governor



A MESSAGE FROM THE GOVERNOR AND LIEUTENANT GOVERNOR OF GUAM

The historic military buildup is fast approaching and so are opportunities for unprecedented prosperity.

The U.S. and Japan governments alone will invest as much as \$15 billion in Guam over the next decade. Other industries, such as tourism and transportation, already are expanding today. The prospects for growth and a higher quality of life for our people are bright. With everyone's participation, we can focus our common vision for a greater Guam and make history.

The Guam Industry Forum is the result of a strong working partnership between the government of Guam and the Joint Guam Program Office. It is critical residents, local companies and regional partners receive information to allow them to prepare for this tremendous growth and are provided the opportunity to benefit from this buildup.

Guam's growing future is about every man, woman and child who calls our island home. Every person has a stake; and every resident has the opportunity to make a difference for themselves, their families and our island. We welcome everyone to participate in this forum and in every stage of our preparations to sustain economic growth and social prosperity for the next generation.

As a community, we have a unique chance to prepare for this growth and make it sustainable beyond the military buildup. We thank everyone involved in this historic effort and we invite all of you to participate in creating a future of opportunity, change and prosperity.

Sinseru yan Magåhet,

FELIX P. CAMACHO
I Maga' Låhen Guåhan
Governor of Guam

MICHAEL W. CRUZ, M.D.
I Segundo Na Maga' Låhen Guåhan
Lieutenant Governor of Guam

Office of Congresswoman Madeleine Z. Bordallo

Hafa Adai to all Forum Participants,

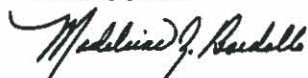
I am honored to welcome you to this Industry Forum and I send my best wishes for an enlightening and productive round of meetings and discussions for all. The planned federal investment associated with the military buildup on Guam promises significant opportunities for everyone with the wherewithal and the savvy to take fullest advantage of them. This forum has been organized to sharpen what many well established businessmen and women already know and to arm aspiring entrepreneurs with the information they will need to know to compete successfully for the contracts that will come with the military build-up.

Your presence here today speaks well of your interest in participating in this economic growth and your readiness to prepare. And an essential part of this preparation will be to understand contracting arrangements associated with the buildup as well as the training, expertise, technical assistance, and resources available to help your business succeed in the federal marketplace. We hope your participation and preparation today will contribute to your success tomorrow.

This forum also provides an excellent opportunity to establish contacts and communications and to build partnerships and bridges between off island companies and local partners.

Guam has been a social, economic, and political center in our region since ancient times. There is no reason to think its role will diminish as we begin this new chapter of our history. In fact, Guam's role in the future looks brighter than ever. Thank you for preparing to make that happen.

Sincerely yours,



MADELEINE Z. BORDALLO
Member of Congress



GUAM CHAMBER OF COMMERCE PARTNERS IN PROGRESS

Hafa Adai!

The Guam Chamber of Commerce is a non-profit voluntary association of business and professional individuals united in a desire to improve and build a better social and economic community. On behalf of the Board of Directors and membership of our organization, I am pleased to welcome you to the 2007 Guam Industry Forum!

Our members collectively employ 40,000 island residents and generate \$2 billion annually in economic activity or approximately 70% of Guam's Gross Island Product. We also engage the community in worthwhile civic endeavors. For the past 83 years the Guam Chamber of Commerce has represented the community's "front door" promoting the economy and encouraging business and industrial investment with business prospects and newcomers to broaden Guam's tax base and provide employment for our people.

Building up Guam's capacity to support the planned military expansion over the next 7 years will have a tremendous impact on our island's infrastructure, the magnitude of which will require significant external assistance. We invite you to connect with members in our local business community to discover opportunities to work together towards satisfying mutual concerns of the military mission and the people of Guam.

We hope that you will enjoy both the technical and social aspects of the Industry Forum, experience Guam's hospitality, make new acquaintances and leave with valuable information regarding partnerships with our Chamber members that would be beneficial to your business decisions concerning the planned U.S. military buildup.

ELOISE R. BAZA
President

Department of the Navy Joint Guam Program Office

Welcome!

Guam is poised to open a new chapter in its long history with the announced relocation of 8000 Marines and 9000 family members from Okinawa, Japan; the intended construction of a pier for a transient aircraft carrier, and the planned addition of a US Army ballistic missile defense task force. The scope and magnitude of the anticipated construction is nearly unprecedented. It is a monumental undertaking that will span the next 7-10 years.

The Department of Defense is seeking to accomplish this historic strategic realignment of military forces by capitalizing on the best ideas and practices right from the beginning. This Industry Forum is the first in a series of gatherings in which the finest engineering, construction, management, finance, government, and other experts in the world will gather to hear the initial plans for this massive build-up. In return, we want to hear ideas and suggestions on how to best and most effectively and efficiently plan and manage all of the activities



related to the construction of facilities to support the military forces.

The innovative ideas generated by this and other similar gatherings will be used to design a comprehensive strategy for the construction program. Every step and action will consider potential impacts to Guam citizens and the greater community. Throughout, we will closely integrate our plans and actions with the Government of Guam and its agencies.

I invite all attendees to see all that Guam has to offer, particularly local business expertise and Guam's famous hospitality. Working together, there is no challenge that we cannot collectively overcome to complete this task that strengthens our national defense and benefits all the people of Guam and surrounding islands.

Sincerely,

A handwritten signature in dark ink, appearing to read "David F. Bice".

David F. Bice



Major General David F. Bice, USMC (Retired)
Executive Director, Joint Guam Program Office

Joint Guam Program Office Program Planning Milestones

May 2006 - US-Japan Agreement Signed

Aug 2006 - Joint Guam Program Office created (DC and Guam)

April 2007 - NEPA EIS Scoping Meetings held Guam, Saipan, Tinian

Jun 2007 - Japanese Diet Approves Program Concept

Jul 2008 - Planning Level Joint Military Master Plan Completed

Jan 2009 - NEPA Draft EIS Completed (public hearings)

Jan 2010 - NEPA Record of Decision Signed

Jul 2010 - Guam Construction Begins

2012 - Third Marine Expeditionary Force (III MEF) begins relocation to Guam

2014 - Guam Agreed Completion

National Environmental Protection Act (NEPA)
Environmental Impact Statement (EIS)



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MISSION



The Guam Industry Forum provides an opportunity for industry and government to exchange information related to the proposed military build-up for Guam. The Joint Guam Planning Office (JGPO) and the Naval Facilities Engineering Command (NAVFAC) have assembled an aggressive agenda of topics relevant to developing strategies for the acquisition of services that will be required.

"The Mission of the forum is to provide for interaction with industry related to the multi-billion dollar construction program for the anticipated military buildup on Guam."

The objectives are to:

1. Share the status of preliminary information and current actions;
2. Receive and consider industry comments and suggestions; and
3. Integrate findings into the buildup strategy to ensure the delivery of the required infrastructure in the most efficient and effective manner.

U.S. Government presenters will include various agency and NAVFAC personnel involved in the acquisition planning, development and execution of the buildup program. Government of Guam will give presentations on ports of entry, human resources, doing business on Guam and other pertinent topics which may affect the costs and efficiency of construction and logistical efforts.

The forum also features an impressive lineup of distinguished keynote speakers who are all crucial to the overall success of the buildup strategy. As JGPO and NAVFAC continue the way forward on this massive undertaking, other forums are anticipated to facilitate additional dialogue with the industry.

You are encouraged to utilize this forum to network with the long list of multi-national and local industry players who, just like you, also recognize the true value of this very important gathering.

Thank you for attending the Guam Industry Forum. We look forward to your participation during the next two days.

AGENDA

DAY 1 - THURSDAY, AUGUST 23, 2007

7:00 AM	CHECK-IN AND ANNOUNCEMENTS		
8:00 AM	Forum Opening	CAPT. Paul Fuligni Commanding Officer, NAVFAC Marianas	Sheraton
	Welcome Remarks	Mr. David F. Bice Executive Director, Joint Guam Program Office	Hilton
	Keynote Address	The Honorable B.J. Penn Assistant Secretary of the Navy, Installations & Environment	Sheraton
	Welcome Remarks	The Honorable Felix P. Camacho Governor of Guam	Sheraton
9:00 AM	TRACK 1- OVERVIEW BRIEFS	Mr. David F. Bice Executive Director, Joint Guam Program Office	Sheraton
9:45 AM	BREAK		
10:30 AM	TRACK 2- FEDERAL LEGAL REQUIREMENTS	Mr. Robert Little, Assistant Counsel Naval Facilities Engineering Command	Hilton
11:30 AM	LUNCH	Keynote Address: Brigadier General Douglas Owens Commander, 36 th Wing, Andersen Air Force Base	Sheraton
		Keynote Address: Major General Terry G. Robling Commanding General, 3 rd Marine Aircraft Wing	
1:00 PM	TRACK 3- SMALL BUSINESS PROGRAMS & GOALS	Ms. Floria M. Pang Staff Advisor for Small Business & Labor Relations NAVFAC Pacific	Hilton
		Mr. Lawrence Orr Procurement Center Representative SBA Office of Government Contracting – Area 6	
2:00 PM	TRACK 4- NAVFAC EXECUTION PLAN	CAPT. Louis Cariello Operations Officer Naval Facilities Engineering Command Pacific	Sheraton
3:30 PM	BREAK		
4:15 PM	TRACK 5- DOING BUSINESS ON GUAM	Guam Economic Development & Commerce Authority Mr. Tony Blaz, Acting Administrator Claire Cruz, Industry Development Manager	Hilton
		Guam Department of Revenue & Taxation Mr. George Cruz, Supervisor – General Licensing Branch Ms. Patricia T. Cruz, Business – Privilege Tax Specialist II Ms. Antonette Doneto – Income Tax Specialist III	
		Internal Revenue Service (Hawaii Office) Ms. Gayvial James, Taxpayer Advocate	
5:15 PM	FORUM CLOSE OUT & NETWORKING		
6:30 PM	NO HOST NETWORKING DINNER		
			Sheraton / Hilton

AGENDA

DAY 2 - FRIDAY, AUGUST 24, 2007

7:00 AM	ANNOUNCEMENTS		
8:00 AM	Forum Opening	CAPT. Paul Fuligni Commanding Officer, NAVFAC Marianas	Hilton
	Welcome Remarks	Rear Admiral William French Commander, Naval Forces Marianas	Hilton
8:15 AM	TRACK 6 – INFRASTRUCTURAL PERMITTING & BUSINESS OPPORTUNITIES	Mr. Lawrence Perez, Director, Department of Public Works Mr. Simon Sanchez Chairman, Consolidated Commission on Utilities Mr. Joaquin Flores, General Manager, Guam Power Authority Mr. John Benevente Acting General Manager, Guam Waterworks Authority	Sheraton
9:45 AM	BREAK		
10:30 AM	TRACK 7 – STAFFING YOUR ORGANIZATION	Ms. Maria Connelley Director, Guam Department of Labor	Hilton
11:30 AM	Keynote Remarks	The Honorable Madeleine Z. Bordallo Guam's Delegate to Congress The Honorable Ike Skelton, Congressman Chairman, House Armed Services Committee	Sheraton
12:00 PM	LUNCH		
1:15 PM	TRACK 8 – GUAM PORTS OF ENTRY	Mr. Kenneth Tagawa, General Manager Port Authority of Guam Mr. Carlos Salas, Deputy Executive Manager A.B. Won Pat International Airport Authority Panelists Include: Guam Customs & Quarantine, Port Users, U.S. Coast Guard	Hilton
2:15 PM	TRACK 9 – UPDATE: OFFICE OF ECONOMIC ADJUSTMENT	Mr. Gary Kuwabara, Department of Defense Office of Economic Adjustment	Sheraton
2:45 PM	Remarks	Mr. David Cohen Deputy Assistant Secretary of the Interior, Insular Affairs	Hilton
3:00 PM	BREAK		
3:45 PM	TRACK 10 – RFI REVIEW & OPEN FORUM	Naval Facilities Engineering Command Joint Guam Program Office	Sheraton
5:00 PM	Forum Closing Remarks	Mr. David F. Bice Executive Director, Joint Guam Program Office	Sheraton
5:15 PM	FORUM CLOSE OUT & NETWORKING		

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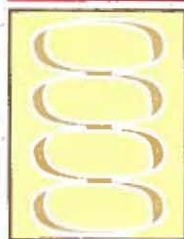


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Economic Points of Interest

Business Climate

In addition to offering an enticing climate and prime location, Guam has public and private sector leaders who are committed to establishing an effective infrastructure and a pro-commercial atmosphere. Despite the global economic crisis, many U.S., international and successful local companies have made Guam their homes, contributing to the viability of the business community.

Banking and Financial Services

All the conveniences of modern banking are available to conduct any financial transaction with every corner of the world. There are more than 16 international and local banks, subsidiaries of "Big Eight" accounting firms, fronting companies for seven international insurance companies, a strong network of local insurance agents and stock brokers, and a substantial number of legal firms experienced in doing business with Asia. A full spectrum of banking and financial services products, such as letters of credit, collections, money transfers, foreign exchange, bank drafts, automated tellers, import and export financing, money markets, real estate appraisals, commercial and residential real estate loans and complete personal and business banking services are available.

Taxation

The Department of Revenue and Taxation is the legal taxing authority in the territory. There are no separate municipal, county or district taxes. Individuals and businesses earning income on Guam pay a territorial income tax (Personal Income Tax/Corporate Income Tax) based on a tax code that mirrors the U.S. Internal Revenue Code; however, they do not pay federal income taxes. While Guam does not impose a general sales tax, a 4% Gross Receipts Tax is levied based on the gross amount of all business revenues earned on Guam. Unless specifically exempt by law, personal property imported into Guam for use or consumption by the person importing it is subject to a 4% Use Tax on the landed cost. Real Property Taxes are levied based upon the value of land and/or improvements. Additional taxes are levied on alcoholic beverages, tobacco, liquid fuel, amusement and recreation facilities, admissions, hotel occupancy and vehicle transfer. Guam is a duty-free port without luxury taxes on goods.

Guam's Economy

Guam's Economy consists of 2 major components, The Visitor Industry and the United States Military. Visitor Industry: Guam has developed into a major tourist destination, with tourism now ranking as the island's number one industry, accounting for more than 50% of the island's revenues. Approximately 1.2 million tourists arrive in Guam each year and it has been forecasted to reach two million visitors by the end of year 2005. Visitors from Japan historically have dominated the island's market mix, with the latest figures showing that 81% of visitors came from that country. Although the number of Guam's visitors fell slightly after several disastrous world events, visitor arrivals have been steadily increasing and now include visitors from Korea, which in March 2002, made up 10% of the total air arrivals.

Presently, there are approximately 10,000 hotel rooms on Guam and the average room rates range from \$40 to \$195 per night. Average hotel occupancy is 70%. There are a variety of hotel establishments, ranging from exclusive five-star level resorts to mid-range facilities and family-style accommodations. These resorts include many internationally known hotel chains such as Hilton, Hyatt, Marriott, Holiday Inn, Westin and Nikko. United States Military: The second largest economic sector has been the United States Military. Guam currently is home to two (2) branches of service, the U.S. Navy and the U.S. Airforce.

Infrastructure

The island's utilities and other critical public services are owned and operated by the Government of Guam.

Power

Guam's public power system is managed by the Guam Power Authority. As a result of the investments made in the creation of new generation facilities and the refurbishment of existing assets, Guam's current power generation capacity stands at 502 megawatts and provides power to more than 43,000 customers. In order to build system reliability and accommodate growth on Guam, GPA has entered into 20-year agreements with three independent power producers, Enron, Tomen and Temes, to enhance generation capacities.

Water

The Guam Waterworks Authority manages Guam's water system. Recently the Federal Government imposed a Stipulated Order for Preliminary Relief, which requires a minimum investment of \$200 million by the local government to make improvements to the water and wastewater systems to meet federal health and environmental standards. The order also requires that GWA make organizational improvements in order to operate more efficiently. Reorganization of operations is currently taking place with the possibility in the future of full privatization.

Communications

Telephone

With island wide fiber-optic trunking, the Guam Telephone Authority is the dominant phone carrier or ILEC (Incumbent Local Exchange Carrier). GTA's services are at par with other U.S. areas and are also much cheaper than other similar sized service areas.

Telecommunications

Guam possesses the most advanced telecommunications system in this region. The island sits at the nexus of the Pacific's underwater fiber optics cabling network, making Guam a telecommunications hub for international providers such as Tyco, Worldcom, Verizon and AT&T. Wireless communications have been available since 1991 and the island's first Digital PCS Network was launched in 2000. Satellites and cable communications, including fiber optic capabilities, are available, providing 24-hour telephone service worldwide enabling Guam businesses to easily tie into databases within the U.S. mainland and Asia. Internet services, including DSL - Digital Subscriber Line technology and ISDN are also offered. And lastly, commercial and broadcast radio and cable television provide for multilingual programming.

With its inclusion in the North American Numbering Plan, Guam's long distance rates to the U.S. mainland became classified as U.S. domestic rates and now average between 5 cents and 30 cents per minute. Due to increasing competition, international rates are also much cheaper. Half a dozen companies offer Internet access to local residents.

Postal Services

The U.S. Postal Service is the main air and surface parcel carrier on island with one main facility on Guam with 17 class stations, branches and other units around Guam. Private courier services are also available for off-island deliveries. Express services are also extended to most foreign destinations, which is convenient for many businesses on Guam.

Media

Daily and weekly newspapers are published, as well as several weekly and monthly island magazines and journals. Broadcast media include AM and FM radio stations, three television stations (including a public broadcasting station), and one cable TV system. Full programming schedules of major U.S. networks and independent stations, as well as international programming, are available.

Transportation

Public Transportation

Guam Mass Transit Authority - Public transportation is provided by GMTA through a public bus system and a related minibus shuttle service.

Private Sector Transport

Taxi services and car rentals are available. Several hotels, tour and ground transportation companies provide commuter services to and from specific destinations.

Highways

Department of Public Works - Guam's modern highway system consists of a network of 813 miles of highways running from northern to southern Guam, supported by secondary highways and two-lane roads, connecting all points on the island. Guam continues to improve its highway infrastructure by consistently maintaining roads and highways, monitoring traffic patterns to identify and plan for future expansion of the system based on need assessments.

Marine Transport and Transshipment

Port Authority of Guam - Guam's Commercial Port is the largest and safest natural deep-water port between Hawaii and Asia. The Commercial Port of Guam, the island's duty free and only seaport, has 2900 linear feet of dock space and 26.5 acres of container yard facilities, with an additional 50 acres set aside to expand the existing yard. A total of 67 acres of land has been designated for the development of an industrial park.

The port serves cargo, cruise and fishing vessels from around the world. Water carrier service to the United States west coast is provided by Matson Navigation and Sea-Land Services, Inc. Shipping services are available between Guam and ports in Japan, Taiwan, the Philippines, Australia, New Zealand, Singapore, South Korea and Hong Kong. Both foreign and U.S. carriers service Guam although cargo movement between the U.S. and Guam is confined to U.S. flagships. The majority of these fishing vessels are Japanese and Taiwanese flagged long-liners servicing Asian sashimi markets, which take advantage of the efficiency and ease of access provided by Guam's highway system and the International Airport.

In order to help Guam meet its responsibilities as a transshipment hub, the Port Authority of Guam has developed a master plan that proposes to expand the current commercial port to include new deep-water cargo piers, upgraded fisheries facilities, expanded container lay-down areas, and industrial park and cruise ship facilities. The Port Authority has recently awarded a contract to a local company to develop a state-of-the-art fisheries facility including cold storage warehouses, crew amenities, an ice plant and an auction house.

Air Transport

Guam International Airport Authority - Antonio B. Won Pat Guam International Terminal, the island's air travel port of entry, services nine international air carriers that provide services throughout the Pacific and the rest of the world on DC-10s, LC101s, 727s and 747s. The Guam International Air Terminal passenger air carriers with more than 270 flights a week connecting all major cities in the Pacific and Asia. Commuter airlines servicing Guam primarily provide inter-island travel services and some sightseeing tours. The airport also services nine cargo carriers.

To meet Guam's current and projected needs, the island invested more than \$240 million in an ambitious expansion and renovation program that tripled the airport's total area. In addition to the terminal expansion project, the conversion of the Naval Air Station, airfield facilities marked a major milestone for Guam and created a wealth of aviation-related opportunities. GIAA now oversees approximately 1,500 acres of land formerly held by the federal government and has successfully entered into sublease agreements with aviation-related commercial tenants.

Airport Tax

There currently is no airport tax for visitors.

Customs

Although Guam is a duty-free port and outside the U.S. Customs Zone, expect to have your baggage inspected on arrival by local customs inspectors to help keep plant and animal pests and diseases out of the Territory. Also prohibited are narcotics and deadly weapons. Restricted items include personal firearms and ammunition. Applications for import permits or requests for information should be addressed to: Quarantines, USDA-APHIS-PPG, Federal Bldg., Hyattsville, MD 20782, USA.

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Currency

The U.S. dollar. Currency exchange for Japanese yen, Philippine peso, Korean won, Hong Kong dollar, Deutch mark and Australian dollar can be made at the airport, banks and other financial centers.

Labor

Guam's labor laws are patterned after those of the United States and regulated by the Guam Department of Labor. The governor of Guam is vested with the authority to issue temporary labor certifications if, after testing the local labor market, it is found that qualified U.S. citizens or permanent residents are not available to perform the required services, and that employment of a non-immigrant alien will not adversely affect the wages and working conditions of U.S. resident workers who are similarly employed on Guam. This temporary certification is issued by the Department of Labor for a period of one year or less. Extensions may be granted for a period not to exceed three consecutive years. Minimum wage is set at prevailing U.S. rates.

Land and Buildings

Land may be obtained fee simple or a lease or rental basis. The cost of leasing or purchasing depends on location. Undeveloped commercial property located along Guam's major thoroughfare, Marine Corps Drive, sells for approximately \$200 per square meter; it will lease for \$0.50 to \$1.50 per square meter monthly.

Office buildings are found predominantly in the Agana and Tamuning areas where most business and government activity take place. Prime office building space (usually in high-rise buildings) is rented at \$2.50 to \$3.50 per square foot, plus \$1.00 per square foot for common use area and utilities. Upper floors of two and three stories rent for about \$1.50 to \$2.00 per square foot, plus power (\$0.35 per square foot per month). Adequate warehouse space is available at the Port, airport and within industrial park areas. Warehouse space in industrial parks is available at \$1.00 to \$1.15 per square foot while most remote areas rent for \$0.90 to \$1.00 per square foot.

Business Licenses

The Department of Revenue and Taxation handles the issuance of all business licenses. Licenses are good for a 1-year period and all expire on June 30 of each year.



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DEMOGRAPHIC INFORMATION

Location: Guam, the largest and southernmost island of the Mariana archipelago, is the westernmost possession of the United States, and has been since 1898. Guam is situated between Hawaii and the Philippines at 13°28" north latitude, 144°44" east longitude, and in the Western Pacific, serves as the gateway to Micronesia and a crossroad to the Far East. The island is approximately 6,000 miles west of San Francisco; 3,700 miles west-southwest of Honolulu; 1,500 miles southeast of Tokyo; 2,100 miles southeast of Hong Kong; 1,500 miles east of Manila; and 3,100 miles northwest of Sydney. Short flights to all major markets in the Pacific Rim make Guam the best location in the Western Pacific to conveniently and affordably meet your international travel needs.

Land Mass: Guam has a landmass that is 30 miles long and 4 to 8 miles wide, which is approximately 212 square miles (549 square kilometers).

Climate: Guam's tropical climate is pleasantly warm throughout the year. Temperatures range between 74 and 92 degrees Fahrenheit (23-33 degrees Celsius), with a mean annual temperature of 83 degrees. Our average annual rainfall is 85 to 100 inches with average humidity at 72 to 86 percent. We have two seasons: rainy season from June through November; and, dry season from

December through May.

Population: The population, according to the 2000 census, is 154,805, inclusive of active military personnel and their dependents. Guam's indigenous people, the Chamorro, represent the largest ethnic group on the island at 37 %. Filipinos account for 26.3%, Caucasians for 6.8% and the remainder includes Korean, Chinese, Japanese, and other Pacific Islanders. The average annual growth rate is 2.2 percent.

Language: English and Chamorro are the official languages.

Labor Force: The total employment in Guam as of March 1999 was 62,530 persons in the following sector breakdown: Private Sector 43,590, Territorial Government 14,060, and Federal Government 4,880. The unemployment rate in March 1999 was 6.6 percent. The minimum hourly wage is \$5.15 and the U.S. Fair Labor Standards Act applies to Guam.

Inflation: The rate of inflation on Guam in 1998 was -1.28 percent. (Note: The Guam Consumer Price Index market basket of goods and services was updated in 1996 from the previous basket which reflected 1978 buying patterns.)

SOCIO-POLITICAL INFORMATION

History: The origin of the Chamorro race (the indigenous people of Guam) is believed to be of Indo-Malaya descent originating from Southeast Asia as early as 2,000 BC. Like many Pacific Island nations,

Guam's early society was largely agrarian and tribal in nature. The Chamorro flourished as an advanced fishing, horticultural, and hunting society.

In the late 1500s, Spain took control of

Guam. The Spanish rule lasted more than 300 years, until the island was ceded to the United States in 1898 at the conclusion of the Spanish-American War. With the exception of a brief period of occupation by Japanese forces during WWII, Guam has maintained a close association with the United States since the Treaty of Paris (1898).

In 1949, U.S. President Harry S. Truman signed the Organic Act making Guam an unincorporated territory of the United States with limited self-governing authority, which it remains today, and granting American Citizenship to the people of Guam. In 1962 the U.S. Navy lifted the security clearance requirements for travel to Guam, and the island's modern free enterprise system was born.

This current chapter of Guam's history is perhaps the most interesting of all. Since the advent of tourism to Guam in 1967, when air travel service was inaugurated between Guam and Japan, the island economy began to diversify and expand. In short, it is a U.S. community in the Western Pacific. We are protected by the Constitution of the United States; the U.S. dollar is our basic currency; and the Internal Revenue Code is our income tax law.

Local Government: Guam, an unincorporated Territory of the United States. Guam's local government is organized into three branches: executive, legislative and judicial. The legislative branch consists of a unicameral legislature with 15 members who are elected for two-year terms. The Legislature is empowered and responsible for

creating laws to protect the community, ensure its health and welfare and promote Guam's development. Guam's judicial branch decides issues of local laws and interprets how these laws should be applied. The judiciary consists of two bodies: the Superior Court of Guam and the Supreme Court of Guam. Finally, the executive branch is managed by the island's highest elected officials, the governor and lieutenant governor of Guam. These officials are tasked with the implementation of Guam's laws through its departments, bureaus, committees and agencies that make up the government of Guam.

Federal Government: The United States government also maintains a presence on the island. As set out in the Organic Act of Guam, the government of Guam shares, but in most instances defers, its authority and duties in certain areas of governing our island to the federal government. The federal government maintains jurisdiction over certain areas including immigration, negotiation and execution of treaties and agreements with other nations, certain aspects of the maritime industry, protection of environmental integrity and defense. The existence of an elected government and the presence of the United States government create a secure and stable political climate.

Travel Requirements: Guam is an insular possession of the United States; therefore no passport is required of American citizens coming directly from other U.S. points. Non U.S. citizens will require a U.S. visa unless their host country is eligible under the Guam Visa Waiver Program.

QUALITY OF LIFE

Healthcare: Guam offers some significant health care advantages to Americans living in Asia. Guam's health care system includes two major hospitals, a widespread clinic network, a broad selection of general and specializing physicians, and medical evacuation operations to Hawaii, the U.S. mainland and the Philippines. The island's two hospital facilities are the Naval Regional Medical Center and the Guam Memorial Hospital. While the Naval hospital provides services to veterans, active-duty personnel and military dependents, Guam Memorial Hospital provides health care for the remainder of the general public. The Guam Memorial Hospital is a publicly owned facility operated as part of the government of Guam system.

Guam has ten specialty and emergency care clinics and about 30 pharmacies for prescription drug

needs. Recent additions to specialized healthcare facilities are the Cancer Institute of Guam, the Guam Radiology Consultants, 2 renal care facilities, Guam's first privately owned and operated birthing center with all the comforts of home, a surgicenter for outpatient surgical procedures, and the Heart & Vascular Institute of Guam.

The medical board of physicians on Guam has set standards for practitioners, which are similar to those in California. All doctors must be U.S. trained and board eligible to practice on Guam.

Housing: Guam offers a wide variety of housing options ranging from ocean-view villas and executive homes, to cozy condominiums, duplexes and single-family homes well suited for new and growing families. Housing for purchase or lease on Guam

is readily available. Construction costs range from \$65 to \$90 and up per square foot (depending on quality) giving an average 3-bedroom house price of approximately \$ 78,000 to \$ 150,000. Mortgage loan funds at attractive rates of 6.5% – 8% are readily available from institutional lenders.

Condominiums and houses are available for sale in Fee Simple. There are certain restrictions to foreign individuals purchasing properties, but corporations registered on Guam can purchase properties freely. Purchases are usually handled at title and escrow companies with title insurance available to protect buyers. Price for a three-bedroom condominium (mid-level unit) averages about \$185,000 with three-bedroom houses selling for about \$210,000.

The rental market indices show most residential leases are for one to three years. A security deposit of one month's rent is a standard charge. Mid-level rentals range from \$900-\$1,100 for a two-bedroom apartment or condominium and \$1300 to \$1600 for a three-bedroom house.

Education: A full American-style public school system is available to all citizens and residents of the Territory. Education receives particular emphasis, as close to half of the government's budget is education-related. The Government of Guam spends approximately 40% of its annual budget on education and Guam has some of the highest requirements for teaching credentials in the United States. There are 37 public schools and 18 private schools on Guam patterned after school systems in the continental United States. The Chinese and Japanese communities each support schools to preserve their respective language and culture. Public schools, including Guam Community College (GCC) and the University of Guam (UOG) are accredited by the Western Association of Schools and Colleges.

GCC offers associate of science degrees and certificates in more than 40 programs of study. By recognizing its role in the economic prosperity of the community and staying abreast of business trends, the college responds to the predominant training needs of the region by developing new and

innovative educational programs. GCC also offers a variety of community service and special programs including English as a second language, adult basic education, general education development preparation and testing, and an adult high school diploma program.

Founded as the Territorial College of Guam in 1952, UOG was granted its charter as the University of Guam in 1968. Enrollment in the five colleges and the University's Center for Continuing Education and Outreach programs is now close to 6,000 students from throughout the world. The University's English Language Institute also offers courses in English as a second language with the primary purpose of preparing non-English speakers to attend American universities.

Premier programs at the university include the Micronesian Area Research Center, which houses thousands of the island's best photographs and documents from the Spanish era. The Marine Laboratory is internationally recognized and holds a collection of 20,000 specimens. UOG's Water and Environmental Research Institute of the Western Pacific also is considered by the U.S. government as one of the top five programs in the nation, and the Micronesian Language Institute is dedicated to the research, testing and service on the indigenous languages in the region.

Recreation: Guam's organized sports leagues take advantage of favorable weather and year-round opportunities to play and compete. There are various competitive leagues in baseball, bowling, soccer, football, rugby, swimming, running, cycling, volleyball, martial arts, golf, tennis, handball, boxing, wrestling, paddling, jet skiing and wind surfing. There are also public and commercially operated fitness centers. Guam is a paradise for water sports activities such as jet skiing, windsurfing, snorkeling, scuba diving, fishing and parasailing. Guam also has some of the best golf courses in the region. Other amusement centers include bowling alleys, movie theatres and community recreation centers. Guam's infrastructure is able to support international competition in a variety of sports.

For more information, please contact:

The Guam Economic Development and Commerce Authority

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590 South Marine Corps Drive
Tamuning, Guam 96913



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Starting your Business on Guam: A Quickguide for Corporations

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Issuance
of License

Success in a Snapshot

In recent years, a handful of Guam's businesses have learned how to find success as government contractors. Since 1995, when many non-military construction and maintenance projects at the island's military installations were initially privatized and outsourced, Guam businesses have taken advantage of the opportunities that changes at COMNAVMAV created.

Now with the build-up's bonanza just over the horizon. The Civilian/Military Task Force is keen to make sure that many more small businesses and entrepreneurs are provided the knowledge and access to the upcoming opportunities for success.

By romeo carlos

'Mako' is a specie of shark that is particularly renowned for their speed, agility, and aerobic muscle. Like it's namesake, Mako Diving & Salvage, that runs the highly specialized company, has been swift and responsive to the needs of the larger contractors as they pursue success with the military's expansion plans on Guam.

The company provides commercial diving services, ship repair, wharf construction and repair, underwater salvage, recovery, photo and video surveys, in addition to filling a big demand for underwater welding and cutting.

Most of Mako Diving's business comes from the Guam Shipyard, U.S. Coast Guard, and through prime contractors like Black Construction and Dick Pacific. The firm also provides services to private companies and businesses in the shipping and maritime industry like Kellog, Brown, and Root, Raytheon, and through prime contractors, work for the U.S. Navy. The firm also provides services for private companies and businesses engaged in shipping and maritime, as well.

Cucu Rose Gomez, met former Navy diver Greg Gomez in the Guam in 1995 via a blind date set up by common friends. The two eventually wed started their business together. Cucu serves as president for the company, while husband Greg, the vice president, handles day-to-day opera-



tions.

Together, they spoke about the future for their company, and others interested in looking for more opportunity for growth.

"The forthcoming military build-up has brought numerous projects upgrading the support facilities on and off base," Cucu Gomez explained. "Although, these jobs have been performed by the big players in the construction and shipping industries, the specialty work is eventually passed on to the subcontractors like us."

Greg Gomez believes there is still much more work available out there. "More wharf repairs and more upgrades for military projects mean more work for Mako Diving & Salvage and for many others, too," the former native of California explains. "More shipping traffic," he continues, "means additional jobs for Guam."

But the couple acknowledges that there are real challenges once you get the work from those big contracts. Cucu, who is also the chief financial officer for the company, says about their work, particularly with the military, "Our biggest challenge as far as our work is with the Navy, is keeping up on top of the enormous amounts of paperwork required. It is imperative that business owners stay on top of all documentations." She goes on to offer a bit of advice for contracting hopefuls: "Get ahead of what is expected from you; it will help keep you in the game for the long-term."

One of the strengths that island businesses bring to the table is that they are local, can respond quickly and immediately to any service or need that the military contractors might have.

The Gomezes offer in closing, "It can be challenging to have to bid against large, off-island companies with Navy-wide contracts, but local businesses don't require airfare and hotel stays. We are only a call away, 24/7 most of the times. Mako Diving & Salvage's anticipation for 2008 is very promising and if it is good for Mako as a small business, it should be good for most - if not all - the businesses on Guam."

Notes for Success — Pacific Soils Engineering & Testing

For almost three decades, Pacific Soils Engineering & Testing (PSET) has been offering their services and expertise in civil engineering. Founded by Primo Cristi, P.E. and two partners, in 1996 PSET came under the purview Maria 'Maily' Elizabeth Cristi, professional civil engineer and daughter of Mr. Cristi.

Under Ms. Cristi's leadership, PSET qualifies as a participant for the federal government's SBA Section 8(a) program that gives a boost to women- and minority-owned businesses. The Oregon State graduate holds a Masters degree from the university and is certified as an engineer in Guam, CNMI, and Hawaii. She possesses nearly two decades of experience with federal and local government projects.

During the difficult downturn of Guam's economy not too long ago, many companies struggled to survive. Cristi explains how important government work was to her firm during this period.

"Federal contracts were the lifeline of work because of the slowdown in the local economy. Federal contract opportunities sustained us during those difficult days," she says. "As the military expansion continues, I am confident that many projects, more work will also trickle down and help many other firms on Guam."

Through the government's Section 8(a)-certified program, PSET was able to maneuver itself into a position to participate in a variety of highly sought out federal projects. By 2002, the company had earned accolades for its professionalism, quality and service - and snagging along the way, the SBA Administrator's Award for Excellence that year.

The company provides a primary service of civil engineering, but also plays a critical role in construction materials testing for numerous clients. As the boom gets under way they will no doubt be called upon again for

their excellence. PSET helps clients to be more responsive to the concerns or issues raised at the commencement of work.

But there are challenges. In addition to the large volume of documentation - "at one point we had to provide 20 years worth of records to demonstrate the type of work with which we have been involved," says Cristi - there are ongoing issues for small businesses that struggle to succeed with their contracts once they have them.

What has been the most challenging obstacle towards keeping their

Federal contracts, or extending services beyond the initial contract is an administrative issue for Cristi.

"The greatest obstacle to extending services to military contracts is that they are administered off-island. This is understandable for the larger contracts," the company president affirms, "but there is no reason why more of the smaller design and construction contracts couldn't be done entirely on island."

Cristi has faith in the talent and experiences gained by working on government contracts. She adds, "As local architects, engineers and construction firms gain in experience from the smaller contracts, we can move into larger contracts. This will improve island services, and in the long run, provide the military with cost savings and quicker response times."

Optimism - it's another sign of a successful profile. Cristi ends her comments on a high note by saying, "We are optimistic for the upcoming year. Guam plays a vital role in the security of the U.S., especially with regards to China and North Korea. Big shifts in the region overall indicate a building boom that should continue for some time to come. This makes it a perfect time for local businesses to advantage of these explosive, but limited, opportunities in the years ahead."

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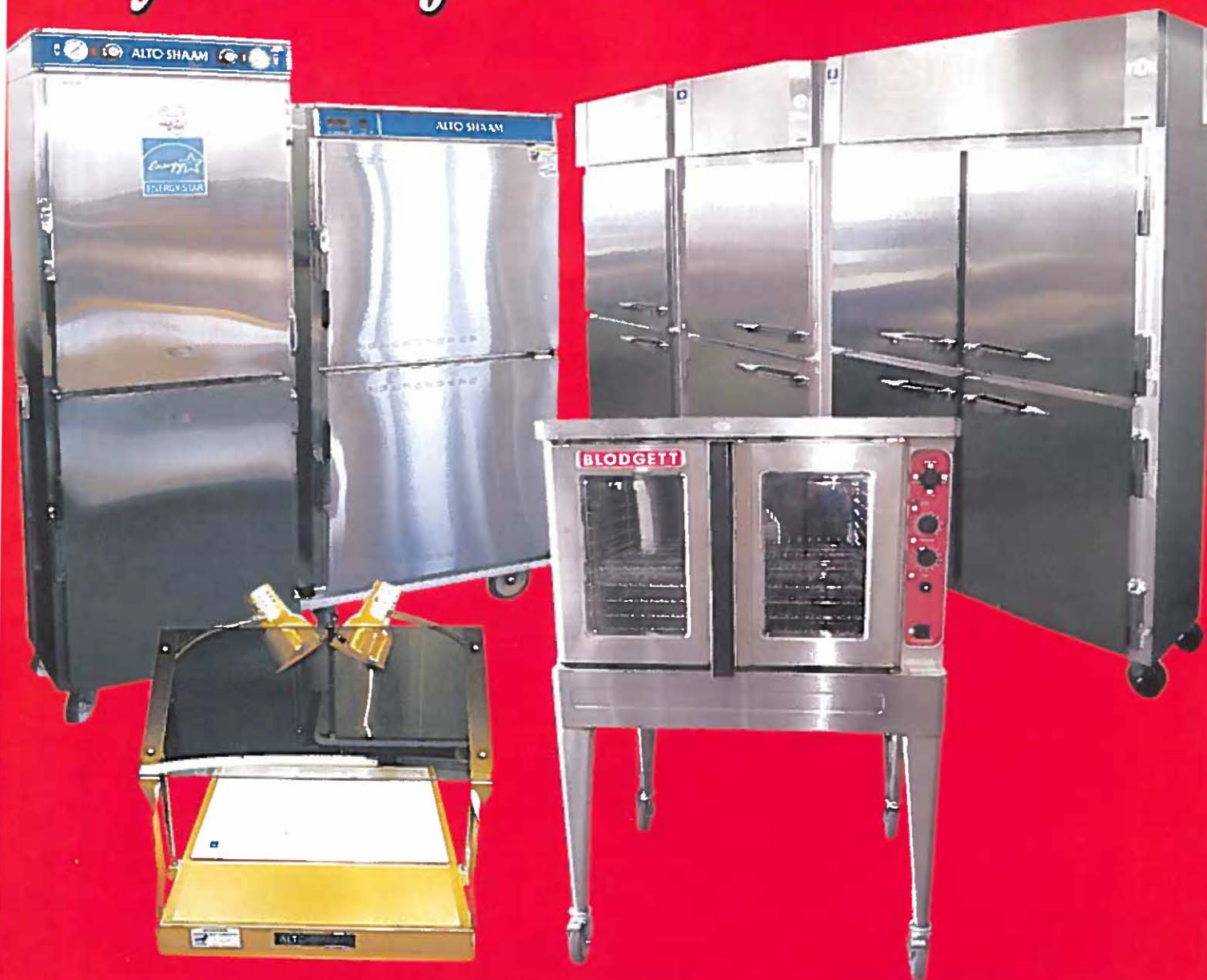
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Guam Department of Labor
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Tel: 647-4332 ext. 122
tblaz@guameda.net

By romeo carlos

This is big. No, beyond big. It's "ginormous" (function: adjective; etymology: gigantic + enormous). That's the right word to describe every aspect of the impending military build-up on our island. It involves the mightiest defense force of the only real superpower in the world today; the biggest shift of troops and defensive posturing in the history of the nation; and changes that will irrevocably impact the daily lives of every man, woman, and child on Guam, right now and for generations to come. The voices of generations past and present depend on our actions now to safeguard a quality of life and a future for Guam, and her people, worthy of the island's historic sacrifices and undying patriotism.

Things are going to happen – and real soon, too. Rather than wait and see what will happen to Guam, Governor Felix P. Camacho believed it imperative that Guam's voice and the island's real needs be carefully considered to make things happen for Guam. His solution, a comprehensive, integrated group of leaders representing every one of Guam's public structures – education, health care, safety, and infrastructure; also involved are military, community, and business leaders working together to develop a master plan for Guam during the historic developments just on the horizon. Last June, with Executive Order 2006-10, the governor created the Civilian Military Task Force (C/MTF) to expedite this vital work for our island.

"The purpose of the Task Force," according to Tony Lamorena, director of the Bureau of Statistics and Plans, "is the development of a comprehensive plan, that will not only identify opportunities to benefit island residents, but provides for a master strategy that would effectively accommodate military expansion and operations in the territory."

The Bureau of Statistics and Plans will fill the role of the government's primary point of contact for the C/MTF. Lamorena's agency will also expedite C/MTF research and data requests, as well as, coordinate plans and actions of government agencies and communi-

ty based organizations. The agency will take on the enormous task of compiling the expected reams of terabytes of data and reports generated by the eleven sub-committees of the C/MTF.

Lamorena re-affirmed the group's primary focus by adding, "Basically, what we are here to do is to make sure that this move is beneficial to both our people and to our guests, the military. The governor's idea was to get all the parties into a positive dialogue that builds on our common interests and needs. I think the Task Force provides us a great way to address important issues in the community and a means to work towards resolving those concerns."

The Bureau of Statistics and Plans is one of two agencies supplying key technical support to the C/MTF. The other agency playing a key role in this important project is the Guam Economic Development and Commerce Authority (GEDCA). Their function will key on their expertise: the agency will initiate grant applications to fund the services of consultants and provide economic research and data as the Task Force moves ahead. GEDCA is also charge with coordinating the business community and trade organizations. Lamorena emphasizes however, GEDCA's primary focus will be on acquiring grants and funding.

"Everything these men and women are working for amounts to just one thing really – how to make this work. It's easy to look for and find issues and concerns, but what the governor wants to see happen is more effort invested in finding solutions," Lamorena explains about the whole effort behind the Task Force. "We know many of the issues already; its time to start exploring solutions, time to move forward – together."

The Task Force has already gone to Washington to press its case before federal ears. Lieutenant Governor Mike Cruz and other members of the Task Force discussed the potential impacts the buildup of forces will have to the local community. The delegation also made a presentation to the Department of the Interior's Interagency Group on Insular Affairs.

They now want to press for success among

local residents. This C/MTF forum is yet another crucial part of the Task Force plan's to bring the public into the whole process and educate them on ways that they might take advantage of the limitless opportunities for local businesses and entrepreneurs.

C/MTF wants to promote the positive impacts of the military build-up, such as increased employment and entrepreneurial opportunities, a stronger economy and a better quality of life.

The forum Lamorena points out, "Gives island residents and particularly business owners and entrepreneurs the chance to revisit the extent of this build up and how opportunities will be available to them."

On the first day of the forum, the federal government will present the variety of ways they see local businesses fitting into the plans for the build-up. While, on the second day, the administration will explain to attendees what it is that it takes to do business on Guam. They will be there to clarify any concerns or questions about what it takes to be a part of the biggest thing to happen to Guam and America's military in centuries.

Experts agree that huge multi-national companies and regional operations like Raytheon and Bechtel will acquire large contracts. Local companies are more likely better positioned to profit from the enormous amount of sub-contracting that will be necessary to get the job done. C/MTF will continue to work for ways to make sure that not only Guam companies benefit from the boom, but the government, as well.

During the previous military boom period over a decade ago, many companies and workers came to Guam. When the period of boom went bust, they left just as quickly. Millions of dollars in taxes that should have gone into the local government coffers disappeared with the jobs and the growth of the period.

This time, it will be important that due diligence is provided this time around. The government will need the additional resources to handle the pressures that will result from the incredible – and rapid – population explosion.

Just another astonishingly big fact about this move: Guam's population will explode by nearly one-third before it's all over – and about ten times as fast as it normally would. Maybe, even faster.

Guam's anticipated growth from 168,564 in 2005 to 180,692 in 2010 will put additional strain on services that are provided to the local population.

The demands on local government infrastructures, as well as, the public structures that support the community must be able to meet the expectations of the anticipated growth.

Though long-term plans are in place for most government entities, there is nothing in place to anticipate or accommodate the growth of the local population so fast. Plans for normal growth do exist, but these plans do not include the massive movement of military personnel and all that will be needed to prepare for, support, and host the tens of thousands that are expected.

The additional strain on the local infrastructure could greatly affect the delivery of critical services from systems already strained to the limit. In order to ensure that the demands of the growing community are met, detailed plans must be adopted and implemented to curtail any lapses in services to the community.

The C/MTF has a complex and difficult task ahead of them. But, with compassion and perseverance exemplary characters of the island's people, during natural disasters or national crisis, Guam's residents have a pretty big word of our own: *dinafia*!

Civilian Military Task Force

(As of August 13, 2007)

CMTF was created by Gov. Felix Camacho thru Exec. Order No. 2006-10 and is comprised of members from the community, Government of Guam, Military, Business community and civic organizations.

Task Force members include:

Governor Felix Camacho, Chair
MG Donald Goldhorn, Co-Chair
Senator Eddie Calvo – Finance, Taxation & Commerce Committee
Senator Tony Unpingco – Tourism, Maritime, Military & Veterans Affairs Committee
Senator Frank Blas, Jr. – Health & Homeland Security Committee
Senator Jessie Lujan – Aviation, Immigration, Labor & Housing
Senator Judith Guthertz – Member of Legislative Minority
Simon Sanchez, CCU
Carl Peterson, Armed Forces Committee of the Guam Chamber of Commerce
Arnold Jose, President, Guam Realtors Board
RAdm. William French, Commander Naval Forces Marianas
LtCol Craig Hankins, U.S. Air Force Reserves
Col. Paul Shintaku, U.S. Army Reserves
Capt. William Marhoffer, Cmdr. Coast Guard Marianas Section
Mary Torre, President, Guam Hotel & Restaurant Association
Mayor Melissa Savaras, President of Mayors' Council of Guam
Leonard Rapadas, U.S. Attorney (Gov's Appointment)
Brian Bamba (Gov's Appointment)
Clifford Guzman (Gov's Appointment)

There are 11 subcommittees that work on specific issues, which are:

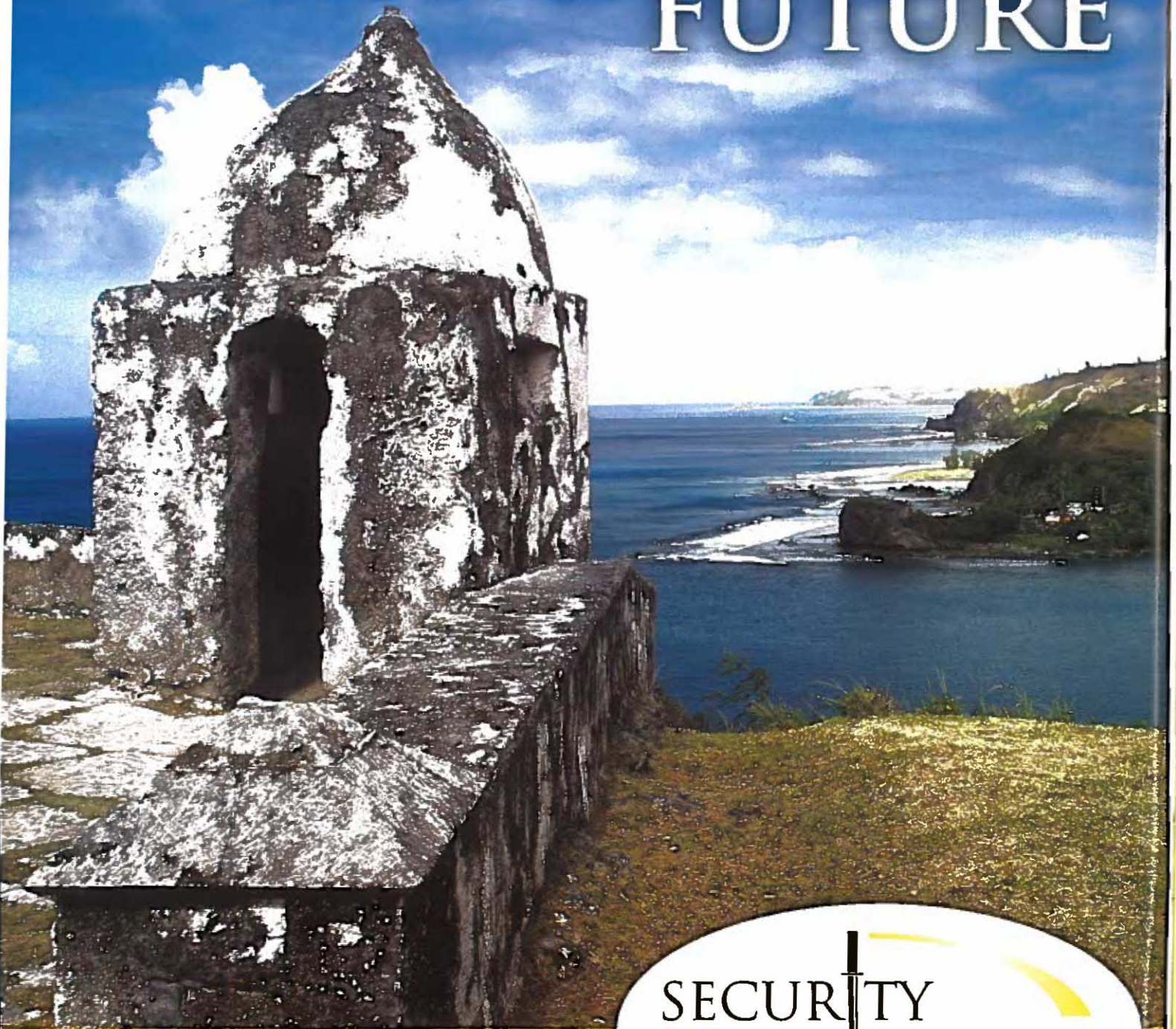
Economic Development – Co-Chair Tony Blaz (GEDCA) & Co-Chair Mike Benito (Chamber)
Social and Cultural – Chair Sylvia Flores (DCA) & Co-Chair Patrick Bamba (CAHA)
Housing – Chair Ronald DeGuzman (GHURA)
Ports and Customs – Chair Kenneth Tagawa (PAG)
Government Services – Chair Fred Gofigan (VA)
Public Safety – Chair Chris Duenas (DYA) & Co-Chair Paul Suba (GPD)
Environment – Chair Lorilee Crisostomo (GEPA)
Education – Chair Harold Allen (UOG) & Co-Chair David Okada (UOG)
Labor – Chair Maria Connelley (DOL)
Health & Social Services – Chair Pete Roberto (DPHSS)
Infrastructure – Chair Larry Perez (DPW), Co-Chair Joe Perez (TNI), Secretary Craig Thompson (MCV)

Primary purpose of the taskforce is to identify issues and concerns that affect the overall needs of the island and what is anticipated as a result of the military build up. Task Force is the Policy-making body and the Subcommittees are the working group. Task Force members meet at least quarterly, and subcommittees meet at least once a month and files a monthly report for the Governor's FYI in addressing the civilian needs.

We anticipate a population growth of at least 15% within a window of 4 to 5 years. This growth will shift, meaning that initially it will comprise of construction related labor force and once the construction phase is completed the majority of that workforce will leave island and the military will eventually move in the next few years. This is an obvious strain on our present infrastructure on all levels.

Accomplishments: C/MTF Scoping Report submitted to DoD & 1st C/MTF Needs Assessment Report (working document) submitted to federal agencies @ IGIA meeting in Washington, D.C. The needs assessment survey encompasses infrastructure, personnel and costs associated with the military build-up.

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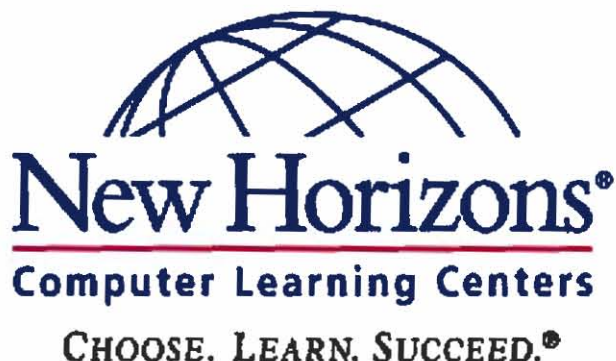


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