

SUMMARY OF ECONOMIC GOALS & OBJECTIVES
EXTRACTED FROM VARIOUS DEVELOPMENTAL
PLANS

Prepared by: Paul Souder, Bureau of Planning
August 1975



BUREAU OF PLANNING
GOVERNMENT OF GUAM
AGANA, GUAM 96910

G11-30.172

#8/23

21 AUG 1975



Memorandum

To: The Governor

Via: Executive Assistant to the Governor *JA*

From: Director, Bureau of Planning

Subject: Inventory of Guam Goals and Objectives

The attached sets of goals and objectives have been summarized from approximately 35 plans and planning reports already prepared and in the Bureau of Planning's library. We are submitting them now, in the hope that they will act as a catalyst to stimulate an urgently-needed open discussion on which directions Guam should head. Clear, concise, and well-understood goals are essential guides which all the professional planning staffs need to insure that planning is indeed for the people. Soundly determined and carefully screened goals also provide an outstanding management tool in controlling the areas of planning emphasis and their pace and intensity of effort. Besides these Guam-specific goals, we have a file of documents giving goals and objectives of some mainland planning regions which can be used for reference.

During the conduct of the continuing planning process, we intend to go down to the village or district level, to bring our staff closer to the people and make our work meaningful to them. Significant revisions to existing goals and objectives could very well come from the local level, and the goals commission might consider devoting as much attention to this "inductive" means of searching out goals and objectives, and to "deductive" means. Both approaches are valuable, but are best used together.

We suggest a feature article in the local press to publicize these goals and objectives, with all letters to the editor forwarded to us for public review and comment. This response mechanism, of course, cannot be established until the Bureau increases its staff and the Goals for Guam Commission is created.

Paul B. Souder
PAUL B. SOUDER

Attachments

A SUMMARY OF ECONOMIC GOALS & OBJECTIVES
EXTRACTED FROM VARIOUS DEVELOPMENTAL PLANS

GOALS

1. The people of Guam should have their economic welfare protected and served by creating an economy in which the people of Guam become the beneficiaries of the economic progress of their community.¹
2. Pace our economic development so as to minimize social costs.²
3. Create Territory General Plan to be used to coordinate all developmental activity on the island toward a common purpose.³
4. Continue on the road to territorial self-sufficiency through the development of a broad-based economy.⁴
5. Lessen Guam's economic dependence on the Federal Government and create a more diversified economy in order to provide additional purchasing power abroad.⁵
6. Expand the base of the economy so that in the event military activities on Guam decrease still further, the economy will be sufficiently diverse and capable of absorbing the surplus of public sector employees.⁶
7. Guam must lessen its dependence on federal financial aid. We should develop our economy so that we can provide those goods and services desired by our population, presently imported and capable of production here; our economic program based on the substitution of locally grown produce for the imported variety; an economy based on consumption.⁷

OBJECTIVES

1. Stimulate the growth of local small business.⁸
2. Guam should have full control over immigration positions.⁹
3. Seek implementation of the existing authorization for the establishment of a development bank. Encourage the elimination or amendment of the Jones Act in order to allow greater competition among world-wide shippers for the market in Guam.¹⁰
4. Guam should participate in regional Pacific institutions such as ECAFE and the Asian Development Bank for both economic and political reasons.¹¹
5. Accelerate the agricultural development of Guam in order to reduce Guam's trade deficit.¹²

6. Expand food production resources to supplant imports and for potential export. Develop an agricultural specialty products industry-pickled wing-beans, heart of palm, pepers, etc.¹³
7. Develop a viable fishing industry. OEDP proposals: emphasis for development should be placed on agriculture, fishing, husbandry, tourism, and light industries.¹⁴
8. Develop an off-shore fishery based on Guam to replace present canned and frozen fish imports.¹⁵
9. Provide for the extension and expansion of public utilities, facilities and for the design and construction of both a storm and sanitary disposal systems.¹⁶
10. Expand commercial port in order to meet the future needs of the people of Guam (a) Expand the container storage yard (b) Reserve an adequate amount of land for dock frontage (c) Prepare for more bulk cargo facilities and tank storage facilities.¹⁷
11. Provide a system which affords the consumer a reliable supply of water, even in case of emergencies, failures and disasters.¹⁸
12. Make efforts to increase the volume of the tourist trade on Guam.¹⁹
13. Stimulate the economy: encourage a tourist industry by providing recreation opportunities, tourist facilities such as hotels and restaurants, and by involving military personnel through off-base social and recreation activities.²⁰
14. Support the development of a 1st-class tourist industry, but not at the expense of the local people, where it is more of a territorial liability than an asset. More local residents should be involved in the ownership, operation and management of the tourist industry.²¹
15. Provide the optimal combination of transportation modes and facilities to complement the social and economic aspirations of the territory.²² *goal*
16. Develop and implement a transportation system which ensures safe, efficient, and convenient transportation services responsive to the mobility requirement of the people and the goals of the territory.²³ *goal*
17. Utilize transportation resources as a tool in the solution of Guam's most pressing social and economic problems; include the enhancement of tourist areas, the provision of low cost transportation for the poor, elderly and handicapped, and the revitalization of depressed areas.²⁴
18. Develop a creative approach to transportation planning which avoids total dependence on automobiles.²⁵
19. Move toward "mainland" standards of public service. ²⁶ *X*
20. Make Guam's economy more viable, "with characteristics more like the average mainland community in the U.S."²⁷ *X*
21. Develop a viable economy so as to provide alternate economic activity which would tend to balance the economy of the island. Encourage private investment.²⁸ *goal*

22. Rebuild Guam into a modern American community, to operate primarily for the benefit of the local citizens and to provide either full employment for Guam's expanding population or the optimum level of employment that can be attained at adequate wage levels.²⁹
23. A primary goal of development and economic policy should be the improvement of personal income.³⁰
24. Provide consumer protection in prices, in quality of service, and in the integrity of products.³¹
25. Curb the injurious effects of the land speculator which has already placed all hope of owning property beyond the reach of the average citizen.³²
26. Enact legislation to render Guam eligible for unemployment insurance coverage.³³
27. Achieve economic self-sufficiency.³⁴
28. Maintain the present standard of living.³⁵

REFERENCES

1. State of the Economy of Guam - 1972 - Carlos G. Camacho
2. Development of Guam, USA as a Travel Destination - Bob Cruz
3. Overall Economic Development Plan for Guam - Paul Souder
4. State of the Territory Address, 1972, Carlos G. Camacho
5. Overall Economic Development Plan - Paul Souder
6. 1975 Overall Economic Development Plan
7. An Economic Development Program for Guam
8. Democratic Party of Guam Party Platform, 1974
9. Status of Guam - A Report of the Political Status Commission, 1974
10. Democratic Party of Guam Party Platform, 1974
11. Status of Guam - A Report of the Political Status Commission, 1974
12. A Preliminary Grant Proposal to Develop a Farm Project - L. Pierson & R. Mack
13. Overall Economic Development Plan - Paul Souder
14. 1975 Overall Economic Development Plan
15. Overall Economic Development Plan - Paul Souder
16. A General Plan for Barrigada/Asan-Piti-Tamuning -Dept. of Land Management
17. Commercial Port Plan
18. Water Master Plan
19. Five-Year Plan for Tourism, 1969

20. Outdoor Recreation on Guam, 1973
21. 1972 State of the Territory Address - Carlos G. Camacho
22. Guam Comprehensive Transportation Plan
23. " " " "
24. " " " "
25. " " " "
26. Economic Development of the Territory of Guam, February 1966
27. " " " " " " " "
28. " " " " " " " "
29. " " " " " " " "
30. State of the Economy of Guam, 1972 By: Carlos Camacho
31. " " " " " " " " " "
32. " " " " " " " " " "
33. " " " " " " " " " "
34. " " " " " " " " " "
35. An Economic Development Program for Guam

A SUMMARY OF HEALTH GOALS & OBJECTIVES EXTRACTED
FROM VARIOUS DEVELOPMENTAL PLANS

GOALS

1. Make use of and allocate the limited economic resources available in Guam for health and medical projects in the most efficient manner possible.¹
2. Continue operation of planning councils to work with and assist all hospitals and health facilities in planning and coordinating their future construction and health care programs to avoid duplication of unnecessary facilities and services.²
3. Pursue the goal that the public can best be served by a central integrated medical and hospital center.³
4. Continually educate the public in personal and public hygiene.⁴
5. Assure the highest level of health attainable for every person in the Territory of Guam, in an environment which contributes positively to healthful individual and family living.⁵
6. Assure every person of comfortable, safe and wholesome living conditions, assure every person of the quality of foods, drugs, and other products sold within the Territory of Guam.⁶
7. Assure every person in Guam favorable living conditions such as those relating to housing, employment, schools, recreation, law enforcement and health so as to provide an environment that is conducive to social well-being and good mental health.⁷
8. Provide an effective health education program for the promotion of good health habits and provide everyone with an awareness to attain the "highest possible level of good health."⁸
9. All person, irrespective of their position in life, must be assured of the highest medical care.⁹

OBJECTIVES

1. Evaluate the community's requirements for physical and mental health and medical programs, and make available the professional medical and health facilities to carry out and implement the program.¹⁰
2. Provide programs for the mentally retarded so as to provide opportunities for each individual to obtain his fullest potential.¹¹
3. Provide adequate public health centers, sufficient in number and strategically located to provide preventive services as determined by need.¹²

4. Develop and enforce an effective program to curb or otherwise control the abuse and misuse of drugs in order to prevent detrimental psychological and/or physical effects.¹³
5. Minimize the development of tuberculosis disease by providing continuing public health attention and education to those reactors at greatest risk to themselves and to others.¹⁴
6. Effectively reduce and control the occurrence of accidents through improved standards of safety for the highway and home as well as for work and recreation.¹⁵
7. Encourage and support orderly approaches to improving the health of all persons and permit the individual states and territories sufficient flexibility to select the major health problems which may need special attention.¹⁶
8. Provide the people of Guam with an up-to-date and efficient Health Care Center.¹⁷
9. Coordinate efforts to meet the increasing need for drug abuse treatment and rehabilitation.¹⁸
10. Make plans for the effective control of alcoholism by providing treatment and preventive programs and by improving the enforcement of laws pertaining to drug and alcohol abuse.¹⁹
11. Protect the public health and welfare of the people from air pollution emergencies.²⁰
12. Cooperate with the Federal Government in the collection, treatment and disposal of sewage in order to provide the people with a more effective wastewater system.²¹

REFERENCES

1. Guam Master Plan - Health Services
2. Guam Master Plan - Health Services
3. Guam Master Plan - Health Services
4. Guam Master Plan - Health Services
5. Comprehensive Health Plan for the Territory of Guam 1st, 2nd, 3rd Components
6. Comprehensive Health Plan for the Territory of Guam 1st, 2nd, 3rd Components
7. Comprehensive Health Plan for the Territory of Guam 1st, 2nd, 3rd Components
8. Comprehensive Health Plan for the Territory of Guam, 1st, 2nd, 3rd, Components
9. Democratic Party of Guam Party Platform, 1974
10. Guam Master Plan - Health Services
11. Guam Master Plan - Health Services
12. Guam Master Plan - Health Services
13. Comprehensive Health Plan for Territory of Guam, 1st, 2nd, 3rd Components
14. Comprehensive Health Plan for Territory of Guam, 1st 2nd, 3rd, Components

15. Comprehensive Health Plan for Territory of Guam, 1st, 2nd, 3rd Components
16. Comprehensive Health Plan for Territory of Guam, 1st, 2nd, 3rd Components
17. Guam Memorial Medical Center, Vol. III, Master Plan Report
18. Territory of Guam State Plan - Drug Abuse Program .
19. Territory of Guam State Plan - Alcohol Abuse & Alcoholism Prevention
20. Power Plant contingency Plan.
21. A Plan for an Integrated Wastewater System

A SUMMARY OF GOALS & OBJECTIVES, RELATED TO THE
WELFARE OF OUR PEOPLE EXTRACTED FROM VARIOUS DEVELOPMENTAL
PLANS

GOALS

1. Socially, we want a society free and secure from the corruptive influences of crimes, pollution, ignorance, sickness, discrimination, and other social ills.¹
2. Promote efforts to achieve and maintain a harmonious community atmosphere within the territory by encouraging the integration of all ethnic groups into the body politic in order to foster understanding, tolerance and friendship among all racial, cultural and religious groups.²
3. Create loads of kindred friendship and brotherhood among the various cultural groups of Guam through the promotion of sports and other recreation activities in the territory.³
4. Provide for adequate recreation opportunities; provide an adequate quantity and variety of facilities to serve the special needs and interests of each segment and age groups of Guams' population.⁴

OBJECTIVES

1. Assiduously pursue a comprehensive manpower development program. Devise and implement short and long-range programs in the areas of training, retraining and manpower utilization.⁵
2. Make available more law enforcement training to police personnel by (a) offering training both locally and abroad, (b) establishing a cadet program to tap the college-oriented youth, and (c) purchase books, periodicals and films to update the police library.⁶
3. Maintain a pool of qualified personnel.⁷

REFERENCES

1. Governor Carlos G. Camacho's : State of the Territory Address - 1972
2. Democratic Party of Guam Party Platform, 1974
3. Preliminary Organization Plan for the Fifth South Pacific Games
4. Outdoor recreation on Guam - 1973
5. Carlos G. Camacho - State of the Territory Address - 1972
6. 1972 Comprehensive Law Enforcement Plan
7. 1972 Comprehensive Law Enforcement Plan

A SUMMARY OF HOUSING GOALS & OBJECTIVES
EXTRACTED FROM VARIOUS DEVELOPMENTAL PLANS

GOALS

- 1. Make possible a safe, decent, sanitary home for every Guamanian family.¹
- 2. Provide for construction of adequate housing which meet health and sanitary regulations and upgrade all existing substandard dwelling units.²
- 3. Control the expanding of housing so that center cities are not left as "islands of decay."³
- 4. Prevent the rapid development of suburban areas from developing into a "haphazard fragment sprawl."⁴
- 5. Co-ordinate planning on an area-wide basis to include open communities providing diversified economic activity and housing opportunities for families of all income levels. Include in plans a balanced provision for public facilities and adequate systems of public transportation.⁵

OBJECTIVES

- 6. Develop residential neighborhoods properly separated from traffic, business, industry and other nuisances, complemented by recreational areas, school sites, and shopping facilities.⁶
- 7. Attain a diversity of socio-economic housing mix throughout the different parts of the territory.⁷
- 8. Maintain a housing supply which allows for a variety of choice.⁸

REFERENCES

- 1. Guam Master Plan - Housing Factor
- 2. Guam Master Plan - Housing Fac
- 3. Guam Master Plan - Housing Factor
- 4. Guam Master Plan - Housing Factor
- 5. Guam Master Plan - Housing Factor
- 6. A General Plan for Barrigada/Asan-Piti/Tamuning By: Dept. of Land Management
- 7. Guam Master Plan - Housing Factor
- 8. Guam Master Plan- Housing Factor

A SUMMARY OF EDUCATIONAL GOALS & OBJECTIVES
EXTRACTED FROM VARIOUS DEVELOPMENTAL PLANS

GOALS

1. Continue to insure maximum educational opportunities for the people of Guam in order to accelerate the social and economic prosperity of our territory. ¹
2. Provide quality educational programs for all persons interested in pursuing and education; provide for a continual updating of educational materials. ²

3.

OBJECTIVES

1. Major emphasis should be placed on improving vocational training and job skills, up-grading the Guam Trade and Technical school, increasing the funds available for vocational training and on-the-job training. ³
2. Develop an incentive program to convert contract teachers to local employment. ⁴
3. Re-orient local residents towards the realities of the Guam economy and implement career education at an early age. ⁵
4. Require that all schools provide for educational programs dealing with Guam's history and culture, past and present. ⁶
5. Require that any high school student must take at least 2 courses on Guam's history and culture in order to graduate. ⁷

REFERENCES

1. State of the Territory Address - 1972 by: Carlos G. Camacho
2. Proposed by Bureau of Planning Researchers
3. Democratic Party of Guam Party Platform, 1974
4. Democratic Party of Guam Party Platform
5. 1975 Overall Economic Development Plan
6. Proposed by Bureau of Planning Researchers
7. Proposed by Bureau of Planning Researchers

A SUMMARY OF ENVIRONMENTAL GOALS & OBJECTIVES
EXTRACTED FROM VARIOUS DEVELOPMENTAL PLANS

GOALS

1. Provide for the development of an orderly and integrated environment which will promote the general welfare and create opportunities for a choice of living, working, cultural and recreational conditions, designed to meet the need and desires of all ages and income groups in the Project area.¹
2. Assure every person in the Territory of Guam of a healthful environment free of pollutants that are harmful and hazardous.²
3. Reserve 25% of the island's land area for no development. These areas would be left almost entirely in a wild state for nature trails, camping sites, hiking, riding and bicycling trails. These areas would be in conservation areas as part of the Territorial Park System.³
4. Conserve Guam's natural recreation resources: protect scenic areas, historic sites, beaches, rivers and undisturbed areas of natural beauty.⁴
5. Identify, preserve, stabilize and/or restore Guam's prehistoric and historic sites.⁵

OBJECTIVES

1. Link places of historic interest and beauty for civic management, island-wide beautification and the development of tourist facilities.
2. Design and implement a transportation system that encourages users to realize the natural beauty of the territory and that protects the social and ecological fabric of the community.⁷
3. Design and construct transportation facilities that conserve energy and other natural resources and which reduce the total need for new public investment.⁸
4. Co-ordinate and integrate Guam's transportation facilities with surrounding activities so that these facilities contribute to the enrichment of the physical environment of Guam.⁹
5. Publish air quality standards and regulations and attempt to enforce compliance with these guidelines necessary to protect Guam's clean air.¹⁰
6. Protect a portion of Guam's unspoiled coral reefs, and lagoons, volcanic uplands, and tropical vegetation for the perpetual recreation, scenic and scientific use of Guamanians and foreign visitors.¹¹

REFERENCES

1. A General Plan for Barrigada/Asan-Piti / Tamuning, by: Dept. of Land Management
2. Comprehensive Health Plan for the Territory of Guam - Feb. 1971
3. Development of Guam, USA as a Travel Destination - by Robert Cruz
4. Reference - lost for the time being
5. Program for the Dept. of Parks and Recreation Dedication Ceremonies, July 1975
6. Guam Master Plan - Transportation
7. Guam Comprehensive Transportation Plan, April 1975
8. Guam Comprehensive Transportation Plan, April 1975
9. Guam Comprehensive Transportation Plan, April 1975
10. Guam Air Quality Implementation Plan, 1973.
11. Master Plan-Proposed Guam National Seashore Park, 1967.

A SUMMARY OF GOALS & OBJECTIVES CONCERNING
OUR NATURAL RESOURCES, EXTRACTED FROM
VARIOUS DEVELOPMENTAL PLANS

GOALS

- Preserve and develop the available fresh water supplies on Guam in an economical manner, preserve the sources of these waters in their natural state so that the supplies will remain acceptable.¹
- Enact legislation taking advantage of the recent changes in the law of the sea respecting jurisdiction over contiguous waters and declaring the waters within 200 miles of Guam available for fishing only from duly licensed Guam fishing boat.²
- Water supply: Develop new sources of supply, provide greatly increased storage facilities, increase transmission and distribution facilities, and provide great-treatment when required.³

OBJECTIVES

- Formulate standards of water purity and classification of water according to the most beneficial uses of such water and, in formulating such standards, considerations should be given to the economics of waste treatment and prevention.⁴
- Protect the island's water resources from contamination by water through extensive expansions and modification of existing facilities.⁵

REFERENCES

- A Report Covering the Surface Water Survey of the Isle of Guam, 1968
- Democratic Party of Guam Party Platform, 1974
- 1975 Overall Economic Development Plan
- Standards of Water Quality for the Waters of the Territory of Guam, 1968
By: Water Pollution Control Commission
- Sewage and Sewage Disposal Facilities for Govt. of Guam - Volume I

A SUMMARY OF CULTURAL GOALS & OBJECTIVES EXTRACTED
FROM VARIOUS DEVELOPMENTAL PLANS

GOALS

1. Interpret and preserve the cultural background of the Chamorro people.¹
2. Preserve Guam's historic and archaeological heritage in order to (a) better understand the Chamorro people and their development as a society, (b) maintain some continuity in the light of Guam's rapid physical development and (c) contribute to the natural environment and quality of life.²

OBJECTIVES

1. Coordinate public and private efforts to preserve Guam's history.³
2. Acquire and protect articles of historic significance such as structures and artifacts.⁴
3. Interpret Guam's history, its themes, stories and significant events to the general public.⁵

REFERENCES

1. Annual Preservation Program
2. Historical Preservation Plan
3. Historical Preservation Plan
4. Historical Preservation Plan
5. Historical Preservation Plan

A SUMMARY OF POLITICAL GOALS & OBJECTIVES EXTRACTED
FROM VARIOUS DEVELOPMENTAL PLANS

GOALS

- . Steps should be taken by the Guam Legislature and by the Executive Branch to educate the people of Guam on the various implications of each possible political status for the territory.¹
- . Work towards even greater political autonomy for the Territory recognizing that the problems of Guam are unique and are not always solvable by the traditional patterns found in the continental U.S.²
- . Continue our quest for the greatest measure of home rule - including the eventual attainment of statehood, either alone or with our friends in Micronesia.³
- . Guam should choose a future political status which strengthens its political ties with the U.S. - Commonwealth.⁴
- . Guam shall become a Free Associated State with the U.S.⁵
- . Guam should choose a future political status which allows for complete sovereignty in the hands of the citizens of Guam, and independence from any other nation.⁶
- . Reunite with the Northern Marianas, and then working together with the Micronesian Islands, create an independent, sovereign federation of Micronesian Islands.⁷

OBJECTIVES

A constitution should be drawn up by the people of Guam to replace the Organic Act of Guam; those matters not covered by the people's constitution should be covered in a Guam Federal Relation Act.

REFERENCES

Status of Guam - Report of Political Status Commission
Democratic Party Platform, 1974
State of the Territory Address - 1972, Carlos G. Camacho
Proposed by Bureau of Planning Researchers
Proposed by Bureau of Planning Researchers
Proposed by Bureau of Planning Researchers
Proposed by Bureau of Planning Researchers
Status of Guam - Report of Political Status Commission

A SUMMARY OF GOALS & OBJECTIVES, RELATED TO LAND
RESOURCE EXTRACTED FROM VARIOUS DEVELOPMENTAL PLANS

GOALS

1. Create and maintain conditions favorable to the balanced and sustained socio-economic growth of the territory.¹
2. Provide for a balanced pattern of land use with adequate amounts set aside for residential, commercial, industrial, public, and circulation needs.²

OBJECTIVES

1. Encourage good community development and a more efficient use of land and of public services by allowing, under lot-by-lot restrictions generally.³
2. Establish realistic base for property tax evaluation; analyze land-use conflicts; assign priorities for redevelopment and rehabilitation for future development.⁴
3. Re-examine current zoning laws in light of recent developments in California and elsewhere whereby zoning has been utilized as a method of preserving an orderly development of a community and of preventing it from being taken over by speculative developers.⁵
4. Review all military land needs on a continuing basis and return all unused land to the Government of Guam.⁶

REFERENCES

1. 1972 State of the Territory Address - Carlos G. Camacho
2. A Proposed General Plan for Barrigada/Asan-Piti/Tamuning, by: Dept. of Land Management .
3. Planned Development Design Guidelines; by: Territorial Planning Commission
4. Guam Master Plan - Land Use Element
5. Democratic Party of Guam Party Platform; 1974
6. Status of Guam - Report of the Political Status Commission, 1974.