

Calvo – Tenorio Transition Report
Sub-Committee on Expansion and Military Build-Up
December 15, 2010

The subcommittee on Expansion and Military Build-up will be responsible for reviewing, evaluating and recommending solutions related to the anticipated military expansion and recommending solutions related to the anticipated military expansion and build-up on Guam.

The key focus will be on homeland security and domestic preparedness and emergency response; improving services and programs for veteran's; and the Department of Military Affairs.

Members:

Anisia Terlaje
Catherine Camacho
Chris Reyes
Col David Cruz, Jr
Dong Choe
Franklin Arriola
Jason Tedtaotao
Judge Unpingco
Lea Santos
Major General Donald Goldhorn
Senator Tony Lamorena

Benny Paulino, *Chairman*
Leevin Camacho, *Co-chairman*

OFFICE OF HOMELAND SECURITY / OFFICE OF CIVIL DEFENSE

I. Transmittal Letter with listing of sub-committee members.

II. Overall Description or mission of department /agency

A. Guam Homeland Security:

Develop and coordinate the implementation of a comprehensive plan to protect Guam and its citizens from terrorism, invasion, insurrection, rebellion, lawless violence or the threat thereof. In addition, the Guam Homeland Security (HS) shall compile a comprehensive analysis of all entities within the Executive Branch of the Government of Guam who have similar or overlapping responsibilities with the Office in order for the Governor to consolidate all such responsibilities.

Background:

- Office of Civil Defense (OCD) established through the Civil Defense Act of 1951, GCA 10 Chapter 65.
- Public Law 24-298 transferred OCD from the Governor's office and placed it under the Department of Military Affairs. The Adjutant General was assigned as the Director of Civil Defense and it created a classified position of Administrator to oversee the OCD.
- Guam Office of Homeland Security was established through Executive Order NO. 2003-13. The order directed the OCD to assist the Governor's Advisor for Homeland Security.
- Executive Order NO. 2004-05 placed the Guam Recovery Coordination Office and the Hazard Mitigation Grant Program under the Administrator of the Office of Civil Defense.
- Public 28-46 – transferred OCD from the Department of Military Affairs back to the Office of the Governor.

B. Office of Civil Defense:

Coordinate and facilitate all Government of Guam, military and federal liaison response agencies and their resources in mitigating, preparing, responding, and recovering from any and all types of emergencies in order to protect the lives, environment, and property of the island of Guam.

III. Key Positions

A. Homeland Security Advisor (HAS)

Incumbent is Frank Ishizaki, Special Assistant to the Governor

Suggested qualities and management / leadership traits to be the Homeland Security Advisor: this person should be an individual with federal and local law enforcement experience.

Intelligence background and military knowledge / experience are helpful. The individual should be respected, collaborative and has the “ear” the Governor.

Responsibilities:

- All hazards responsibilities for preparedness, response, and coordination;
- Security of the people is the primary responsibility of the Gov and the HSA has primary responsibility to handle the Governor's directives, federal grants, federal and DOD interface for information sharing, protection of critical infrastructure and key resources of the government and the community, establishment an intelligence based Fusion Center, protection of cyber technology, training of first responders, liaison with non-government agencies, etc.
- Direct access to the Governor, Lieutenant Governor and the COS especially during emergencies is imperative for critical briefings and updates. All agencies must be instructed to cooperate and work with the Homeland Security Advisor.

B. Administrator, Office of Civil Defense:

Incumbent is Chuck Ada, unclassified employee. The Administrator's position is a classified position. Chuck has applied for the classified position because the pay was increased as recommended by the recent Hay Study. The Administrator's primary responsibility is to assist the Homeland Security Advisor in carrying out his duties.

IV. Significant issues for Governor-Elect's immediate attention

A. Classified Positions. The OCD should strive to fill all classified positions for continuity of operations. Three of ten classified positions are filled. Prospective applicants lose interest upon learning that the positions do not pay that much. Currently, unclassified employees are filling the void. Unclassified employees generally receive higher pay, but are at risk because they do not have job protection.

B. Funding – the Governor has no funding for small emergencies; an emergency disaster fund would be helpful. Recommendation is \$500K appropriation measure for floods and fires. Additionally, GovGu funds are not available for operating Guam Homeland Security – Office of Civil Defense (OHS-OCD). OHS-OCD is 100% dependent on federal funds. There are no guarantees concerning future federal grants. Efforts are needed to get general fund appropriations.

C. Storm Warning System. Condition of Readiness

V. Listing of Dept/Agency Goals and Objectives, existing performance metrics or annual reports

Goal 1 Awareness: Increase and, through periodic assessments, enhance the ability of the Office of Homeland Security to effectively and efficiently provide terrorism / weapon of mass

destruction (WMD) related information, policies, and guidance to all 1st responders (local, regional, federal, military, and private sector) and the community.

Goal 2 Prevention: Improve Guam's ability to deter and prevent terrorist attacks (both physical and cyber) through coordination, cooperation, intelligence, and effective command and control.

Goal 3 Preparedness and Prevention: Continue to implement Guam's extensive training program through enhanced utilization, coordination, and scheduling with the National Domestic Preparedness Consortium.

Goal 4 Preparedness and Response: Guam's emergency managers and responders will have proper specialized equipment necessary for multi-discipline response to a WMD incident.

Goal 5 Response: Ensure that Guam's all-hazard emergency operation plan is updated to address the terrorism / WMD vulnerabilities identified in the jurisdictional hazard analysis that will serve as the template for all disciplines' Terrorism / WMD EOPs.

Goal 6 Preparedness and Response: The Jurisdiction of Guam, in coordination with military, federal, and private sector entities, will conduct / participate in terrorist / Chemical Biological Radioactive Nuclear Exercise (CBRNE) exercises in accordance with the State Homeland Exercise and Evaluation Program to ensure a maximum level of readiness for all disciplines.

Goal 7 Preparedness and Prevention: Improve Guam's ability to protect against terrorism and CBRNE attacks by defending its IT systems, hardening its critical infrastructure sites and systems, and provide comprehensive communications interoperability.

Goal 8 Response: Improve Guam's ability to respond to a terrorist or CBRNE incident through developments of mutual aid agreements, utilization of IT, and the establishment of robust rapid response teams.

Goal 9 Recovery: Improve Guam's ability to recover from a terrorist attack through seamless coordination, public & private mobilization, mutual aid, and lessons learned.

VI. Proposed or Pending Rules and Regulations: None.

VII. Identify Ongoing and Upcoming Initiatives

- A. Fusion Center and Intelligence Project. Homeland Security grants were used to build the digital infrastructure for information sharing and fusion center. The current effort has been to build the DOA information repository or backup for data at OHS-OCD. Jim Lacson and Mike Cruz are the POCs.
- B. The Judiciary has been building the criminal justice information project which will integrate criminal justice information between GPD, AG, DOC and Judiciary. What is missing is digital reporting for other criminal justice agencies. Additionally, a single platform will be best because of potential cost savings under a common operating system.
- C. GPD and DPW has been building the Crash Data system which will integrate DMV, GFD, GPD and others into a traffic safety and reporting system. The "crash data system" is funded under TSA grants. However, a comprehensive and integrated information system is a must. The current mindset is for agencies to build their own and not worry about the entire government. It is imperative to look for ways to integrate digital data.
- D. Agencies like Customs, Airport Police, Port Police, etc. do not think in terms of a total operating system with common platforms that can be integrated. Traffic

accident and police investigation reporting systems should be digital and under a common system.

VIII. Challenges that the sub-committee foresees

- A. Grant Management. This area has been a challenge. Point of Contact is Leo Espia. He is the most capable person within the organization to handle the clean up and maintenance of the grants. Core problems include the DOA accounting system, GSA's procurement laws and practices and OCD internal problems from years of unpaid bills from past disasters and grants which were not closed out in time and remain as payables. Most of these problems have been cleared up but some are unresolved due to the lack of general fund dollars.
- B. Memoranda of Agreement between agencies is a challenge because of the delays with AG clearance. Sub-grant awards require MOUs. Ways to improve this should be looked in to.

IX. Opportunities for Change or a New Direction

- A. Integrating the current and future automation systems would result in building two important pieces:
 - 1. Intelligence capabilities
 - 2. Fusion center capabilities.
- B. Future crime solving and resource allocations and deployments can be smartly done with crime mapping and intelligence driven investigations. A properly built intelligence and information management system will complement a future Fusion Center. These are building blocks which cannot move without commitment from all GovGu entities. A

basic intelligence system will be helpful for day to day crime solving as well as major crime solutions. Once built, the system can be the platform for the fusion center. Whether the feds and DOD play, OHS-OCD can have a very useful system for resource management and crime solving. Once completed, the system can feed into a fusion center. Fusion will be total integration of GovGu, DOD, Fed, and other information to help with terrorism.

- C. The project to complete the long delayed, controversial and critically needed All-Hazards Alert Warning Siren system should be a reality. The project was conceived many years ago. More, recently, the project suffered a major setback when it was delayed for over three years because of a procurement challenge. During the litigation process, the grant expired and OCD once again applied for another grant for installation and training. The initial cost for 15 units, un-installed, was \$666K plus \$28K in interest. \$450K for FY 2010 is authorized for the installation of the system. OCD is working on the final design, historic preservation and environmental approvals, bid specification, etc. Barring any unforeseen delays, the timeline for project completion is four months.

X. Budget

Federal Grant		Amount	Balance
a. Homeland Security Program	FY03-10	\$26,567,421	\$5,191,237
b. Public Safety Interoperable Comms	FY07	2,600,678	673,648
c. Buffer Zone Protection Program	FY08 & 10	598,000	598,000
d. Interoperable Emergency Communications	FY08-10	240,587	240,587
e. Emergency Management Performance	FY02-10	32,912,294	6,144,014
f. National Tsunami Hazard Mitigation	FY09-10	224,688	185,387

g. Earthquake Hazard Reduction	FY09-10	96,000	51,311
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XI. Executive Summary of Recommendations

In a nutshell, three issues come to the forefront. Funding for emergencies is lacking, as is a cohesive plan to integrate information sharing among agencies under the umbrella of the Fusion Center and the need to ensure project completion of the All-Hazards Alert Warning Siren system. Secondary issues – although important in their own right – are grant management, filling classified employee positions, and the need to continue the importance for the Homeland Security Advisor to have direct access to agencies and the Governor.

OFFICE OF VETERAN AFFAIRS

I. Transmittal Letter with listing of sub-committee members

II. Mission

The Office of Veterans Affairs (OVA) is responsible for the administration of all local laws respecting veterans of the Armed Forces of the United States. It is the agency of the government of Guam charged with the responsibility of cooperating with the Veterans Administration of the United States on all matters relating to local veterans. The Office assists every veteran of Guam and their family members in presenting and pursuing such claims as the veteran, family member, or survivor are entitled to under current federal law. The processing of claims for veterans and their dependents and survivors is limited to the initial claims. The claims may include the following types of benefits and service:

1. Disability compensation benefits.
2. Disability pension benefits.
3. Dependents' indemnity compensation.
4. Widow's death pension.
5. Burial benefits.
6. Confirmed and continued claims.
7. Vocational rehabilitation and education.
8. Waivers of indebtedness.
9. Other benefits that result in monetary awards to the claimant.

The Office of Veterans Affairs provides staff services for Guam veterans and cooperates with all local veterans organizations.

The following are applicable public laws to the Office of Veterans Affairs:

1. PL 28-46 – created Veterans Commission; Jun 2005
2. PL 24-118 – eligibility to be buried at the VA cemetery
3. PL 24-118 – eligibility to be buried at the VA cemetery

4. PL 26-105 – transferred the VA cemetery operation and maintenance from Parks & Recreation to VA office
5. PL 29-09 – further defined commission membership; Sep 2007
6. PL 30-86 – addressed veterans commission; Feb 2010
7. PL 30-149 – reprogrammed \$150k from Guam Highway fund to VA
8. PL 30-169 – sets aside government property in Dededo to create a Veterans Memorial Park

III. Brief Description of key positions and functions

A. The Veterans Affairs Officer.

This position is a classified service and is the administrative head of the Office of Veterans Affairs subject to the direction and control of *I Maga'lahaen Guhan*, who is the appointing authority. The incumbent is Fred Gofigan, Special Assistant to the Governor, an unclassified employee.

B. Veterans Cemetery Administrator who administers the operation and management of the Guam Veteran Cemetery. The position is not filled nor is it funded.

C. Guam Veterans Commission

1. Composition: one each from the various federal and non-federal recognized veterans service organizations; fourteen members total.
2. Responsibilities:
 - Meets quarterly;
 - Controls the expenditures of the Veterans Cemetery Trust Fund and Veterans Fund; and
 - Advises the Administrator on all veterans issues

IV. Significant issues for Governor-Elect's immediate attention

- A. Medical Care. There is a shortage of physicians to staff the VA clinic; only 1 of 3 physician slots is filled. VA is experiencing problems in recruiting and retaining physicians. Veterans are asking what extraordinary measures are being taken to address the problem. Possible resolution - a working agreement with the Naval hospital or a civilian clinic to fill the void. The Governor and Congresswoman should aggressively intervene in the matter. The leader of the Veterans Advisory Council states that this is the most important veterans issue. The lack of physicians severely degrades medical treatment for veterans and precludes timely medical follow-up, especially for those patients returning from Tripler after major surgery. Often times, these patients have no choice but to fly back to Hawaii at personal expense for their follow-up medical appointment.
- B. Cemetery: There is total frustration among the veterans regarding cemetery administration and operation. There is no staff to run the cemetery because staffing costs were not funded. Veterans are angry and their position is that if you cannot properly fund the cemetery's operation and management then give it back to the federal government and have them manage it! All efforts taken to date have fallen short of providing a well managed and maintained veterans cemetery. Also, the current VA cemetery is near capacity. The estimated number of crypts remaining is one hundred. There are no ground burials except for oversized caskets. The estimated cost to expand the cemetery is approximate \$2.5 million.
- C. VA Office Budget. The budget is a pittance when compared to the amount of VA federal dollars that flow into Guam. In 2009, VA spent in Guam \$66,557,183 for veterans

programs and benefits such as pensions for non-service-connected disability, pension to surviving spouses, service connected disability (\$21,461,816), educational assistance, VA housing loans, medical service, etc. There is potential for more VA expenditures in Guam, but staff help is needed to take full advantage of the various programs and benefits that VA offers. It would be in the best interest of GovGu to adequately fund and “invest” in the VA office.

- D. Census of Veterans. The VA office and various veterans organizations have made numerous attempts to get an accurate census of the number of veterans residing on Guam. Such information is helpful when applying for additional grants or VA dollars. The VA Administrator should explore innovative methods or processes to obtain a more accurate census of the number of veterans residing on Guam.

V. Listing of Dept/Agency Goals and Objectives, existing performance metrics or annual reports

The main goal is to counsel and assist ALL veterans, widows and family members in the filing of federal VA claims to ensure they receive the VA benefits that they deserved and are entitled to.

VI. Proposed or Pending Rules and Regulations: None

VII. Identify Ongoing and Upcoming Initiatives

- A. VA Claims Processing. There is a move afoot to establish a claims office here on Guam. The Congresswoman is working the initiative with the Veterans Administration. VA’s proposed solution is to establish a satellite office. The current average time to adjudicate claims is approximately nine months, which is an improvement from the previous average of 1 ½ years.

B. Advisory Committee on Minority Veterans. This position is appointed by the Secretary of Veterans Affairs, General Shinseki. Command Sergeant Major (CSM) Benjamin Palacios, US Army, Retired, was appointed by the General Shinseki to represent veterans from the Pacific Islands (Hawaii, Guam, CNMI, American Samoa, FSM and Palau). The committee meets twice a year to address challenges facing the veteran population in the Pacific Rim. CSM Palacios was appointed in 2009 for a two year term. Recommend the Administrator initiate action to leverage this asset in order to help Guam address its VA shortcomings and deficiencies.

VIII. Challenges that the sub-committee foresees

- A. Budget/Staff for Guam Veterans Cemetery (GVC). An Administrative Service Officer is needed for GVC and a clerk is needed to receive and assist clients
- B. Upgrade Office Automation
1. Provide workstations and scanners to digitize all DD-214 for storage and safe keeping and to create a comprehensive Data Base of island veterans.
 2. Acquire a “reliable” network / server system
 3. Acquire a computer laptop with Wi-Fi capability through a cell phone to be used for the Outreach program such as veterans home visits. Portable printer is required as well.
- C. Vehicles. Additional vehicles are required to conduct home visits and to perform other Outreach Programs especially to assist homeless veterans.
- D. Facilities. Additional Offices are needed in the 1st floor to handle the increase demand for OVA services.

E. Guam Veterans Cemetery (GVC)

- The GVC must be given their own budget.
- Apply for the expansion of the Guam Veterans Cemetery. An estimated cost for the expansion was submitted to Senator Tom Ada. The estimated cost is \$2.5 million dollars.
- New site for another Veterans Cemetery. Currently, there are no Ground Burials at the Cemetery except for oversize caskets. Approximately 100 of crypts are available.
- Automate the administrative functions to include grave locators.
- The GVC is two years behind in submitting for reimbursements.
- The GVC is approximately one year behind in the request for burial markers.

F. Ongoing Efforts

- The Administrator position has been announced by Department of Administration to fill the vacancy of the classified position

IX. Opportunities for Change or a New Direction

Veterans Commission. Blue Print 2020 proposes to place the VA Office and Veteran Cemetery under the jurisdiction of the Veterans Commission. This is a new approach to improving service to the island veterans as well as address lingering VA issues. It must be stated at the outset that a Commission will only be as good as the sum of its parts. Any such Commission must have members that are acutely aware of needed changes and who have a vision or plan for implementing such changes. Any Administrator appointed by the Commission must also be charged with an acute awareness of necessary change and innovation. A Commission and Administrator must be interdependent by necessity. Both must also be subject

matter experts in such technical areas as service-connected disability claims, education benefits, veterans employment preference points, vocational rehabilitation, medical care (to include disability), and survivor/dependent services. The placement of the Veterans Cemetery under the Commission is likewise beneficial in that direct oversight responsibility is provided. Appropriate funding for the cemetery is an absolute must in such a setup.

As an aside, Commission members and the Administrator must have either military experience or experience working with military members. Such experience is preferential and should be included in any job description(s) or announcement(s).

X. Budget

The GVAO was budgeted \$325,080 for FY 2011 and \$90,000 of the \$325,080 is for contracting the maintenance of the Guam Veterans Cemetery (GVC). The FY 2011 is \$26,000 less than FY 2010. The FY 2011 Budget did not fund the positions at the GVC. The GVC needs an additional \$60,000 dollars including budget language to allow the “contracting or hiring staffs.” GVC must have its own budget to be eligible to apply for a State Cemetery Grant through National Cemetery. One of the major requirements to apply for the Grant is the local government’s commitment for operational expense.

Guam Veterans Cemetery Trust Fund

These funds come from the National Cemetery Administration for the burial of veterans. The amount reimbursed to the state is \$300.00 for each burial. The Guam Veterans Commission oversees the expenditure of this account. Funds can only be used for cemetery purposes. The account is held with the Bank of Hawaii and the balance is approximately \$500.00. The signatories on the account are the Chairperson of the Commission and the Treasurer.

Veterans Fund

This account is held with the Bank of Hawaii. These funds are derived from solicitations and donations from Veterans Organizations. The Commission oversees the expenditure of the account. The balance is approximately \$700.00 dollars. The signatories on the account are the Chairperson of the Commission and the Treasurer. NOTE: Quarterly reports have to be filed with the Speaker of Guam Legislature with copies to OPA.

XI. Executive Summary of Recommendations

Four major issues come to the forefront. Medical care and accessibility is the prime concern of veterans and retirees. The Veterans Cemetery is woefully ignored and understaffed. VA claims processing times need to be improved. Finally, the Veterans Commission must be a competent and dedicated entity with drive and initiative.

Additional information is also provided for your perusal regarding other important subjects such as the Veterans Affairs office budget, the need for greater use of the federal VA representative on Guam, the need for a veterans census, and the hopeful utility of the Veterans Commission.

GUAM BUILDUP OFFICE & GUAM FIRST COMMISSION

SUMMARY

The Governor-Elect and Lieutenant Governor-Elect have identified the military buildup as the “biggest immediate challenge ahead.” Based on interviews with various interested parties, there has been a serious breakdown in communication between the Executive and Legislative branch of the local government over the last two years. This has resulted in a weakened

negotiation position with the Department of Defense to put Guam, and the needs of our community, first. This has also resulted in a lack of transparency and accountability to the general public.

Two goals identified in the Blueprint 2020 with respect to the military buildup would strengthen the relationship between the Executive and Legislative branches of government and provide a “Team Guam” approach to future negotiations, and an opportunity for transparency that has not been seen to date. These actions are (1) appointing a Director for the Guam Military Buildup Office; and (2) empanelling the Guam First Commission. Our subcommittee took the initiative of reviewing and making recommendations regarding the Guam Buildup Office and the Guam First Commission.

OPPORTUNITIES FOR A NEW DIRECTION

I. A strengthened Guam military buildup office.

Currently, the Guam Buildup Office (GBO) has a total of three (3) total employees. Two (2) of these positions, including the current Director, are funded by federal funds, through an Office of Economic Adjustment (OEA) grant. The source of funding significantly limits the ability of the Director, and his support staff, to be completely honest in the assessment of the proposed buildup. **Recommendation:** use the current OEA funds to pay for staffing and analysts, but have the Director of the GBO paid directly by GovGuam.

Blueprint 2020 refers to the Director of the Guam Buildup Office as being a senior official who is the new single point of contact for the buildup that will report directly to the Governor-Elect. **Recommendation:** The Director of the GBO should also serve three (3) distinct roles: (1) oversee the operation of the Civilian-Military Task Force (CMTF) and report to

the Guam First Commission, (2) be an integral part of the Civil-Military Coordination Council (CMCC); and (3) provide ongoing advice and recommendations directly to the Governor-Elect.

Recommendation: The Legislature could also fund a planner or analyst to be housed at the GBO in order to strengthen ties and to foster better coordination between the Executive and Legislative policy directives. **Recommendation:** There is currently no support staff for the Director and analysts of the GBO. If the Governor-Elect and Lieutenant Governor-Elect decide to increase the responsibilities of the Director and staff, clerical staff or administrative assistants may be recommended.

II. A strengthened Guam First Commission

The Governor-Elect and Lieutenant Governor-Elect have committed to empanelling the Guam First Commission. Our Subcommittee has reviewed P.L. and provided a summary below. Our Subcommittee has also made the following recommendations which we believe would result in a Guam First Commission that would address the concerns that created the need for the Commission – communication and transparency – while maintaining functionality.

Recommendation: The creation of a Guam First Commission “Executive Committee” that uses much of the current Legislation. Under this alternative structure, the Governor will appoint three (3) individuals to serve on the Commission’s Executive Committee. The Speaker will also appoint three (3) members from among I Liheslaturan Guåhan’s membership while the Mayors Council will appoint one (1) representative from among its membership who will serve on this Committee. The remaining six (6) members in P.L. 29-128 could then be folded into the existing CMTF structure.

In addition to the Committee’s primary responsibilities, proposed objectives include: 1) establishing and maintaining communication among the executive, legislative, municipal, and

military/federal government sectors relative to ongoing buildup activities; and 2) providing information and recommendations to the Governor and Speaker relative to social impacts, financial challenges, policy direction, etc., 3) outlining ways of implementing recommendations made by subject-matter experts.

The GBO would oversee the operation of the CMTF, and report to the Guam First Commission. **Recommendation:** The GBO would also be responsible for ensuring transparency with the public regarding issues relating to the buildup on a regular basis.

SUMMARY OF EXISTING GOVGUAM BODIES

I. CIVILIAN MILITARY TASK FORCE

A. Purpose

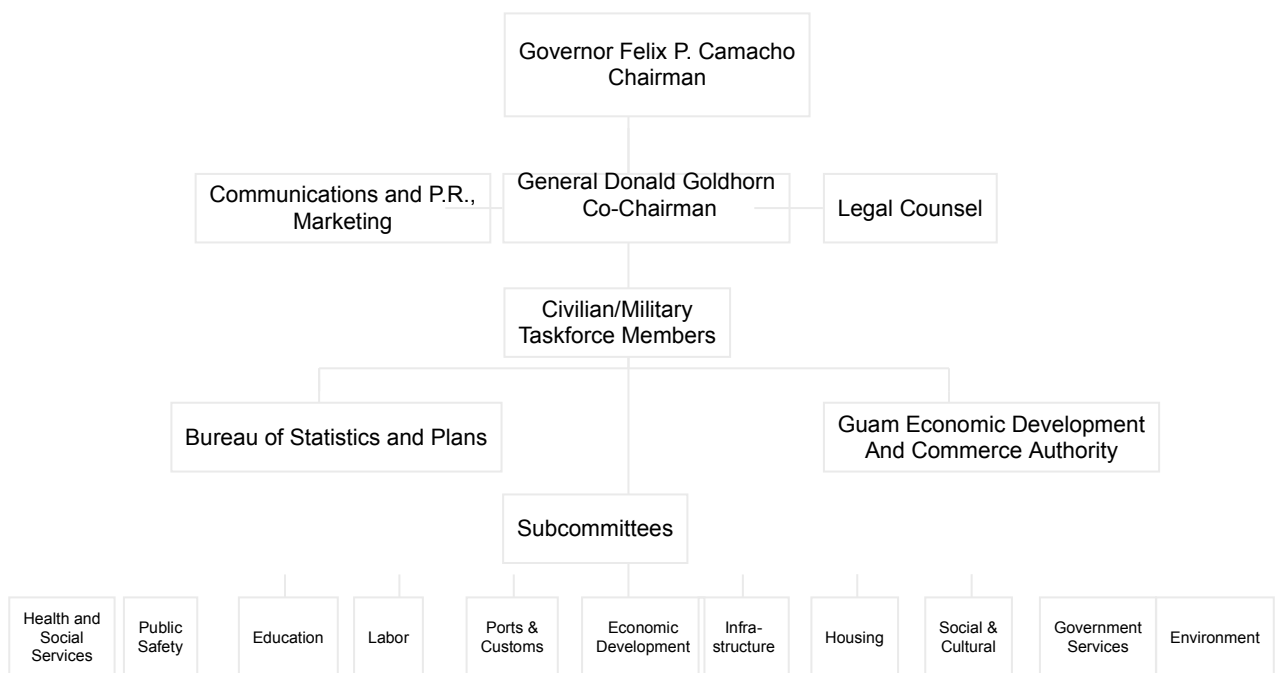
Governor Camacho created the Civilian Military Task Force (CMTF) through Executive Order No. 2006-10 on April 26, 2006. The purpose of the CMTF, as identified in Executive Order No. 2006-10, was to develop an integrated comprehensive “Guam Buildup Master Plan” that would “accommodate the expansion of military personnel, operations, assets and missions and to maximize opportunities resulting from this expansion for the benefit of all the People of Guam.”

The Guam Buildup Master Plan should have included advice and recommendations regarding (1) how the public and private sectors can support the military buildup, (2) maximizing positive effects and mitigating potentially adverse effects, (3) infrastructure requirements; (4) improvements in military-civilian relations; (5) land and other natural resource requirements, (6) meeting with federal officials to “demonstrate Guam’s commitment to the U.S. military;” (7) serving as a focal point for the military to discuss its plans; and (8) applying for federal grants to implement functions of the CMTF.

B. Composition

The CMTF initially consisted of twenty-two (22) members, with representation from the Executive branch, Legislative branch, as well as representatives from various government agencies and armed forces. The CMTF oversaw and operated eleven (11) subcommittees. The following is an organizational chart that was prepared when the CMTF was originally formed:

ORGANIZATIONAL CHART



C. Status

The CMTF was essentially disbanded in response to the Legislature's creation of the Guam First Commission. The CMTF subcommittees, however, remained intact under the authority of the Guam Buildup Office, as discussed below.

II. GUAM BUILDUP OFFICE

A. Purpose

Governor Camacho created the Guam Buildup Office (GBO) through Executive Order No. 2008-09 on May 27, 2008. The purposes of the GBO, as identified in Executive Order No. 2008-09, are:

1. To be the single point of contact for the military expansion with the Department of Defense (DoD);
2. To be responsible for all interaction with the Joint Guam Program Office (JGPO), subject to the police guidance of the Office of the Governor;
3. To monitor all federal and international activities related to military expansion and providing all relevant information to the GBO Executive Committee;
4. To be the initial contact point for public information, official requests and any other inquiries regarding the buildup;
5. To provide program oversight for the proposed buildup's planning and implementation;
6. To manage all operational and administrative support functions for the Civilian Military Task Force (CMTF) relative to the proposed buildup as necessary;
7. To serve as the central clearinghouse for all communications and policy directives relative to the proposed buildup, providing policy synchronization, oversight, and integration planning for the proposed buildup subject to the supervision of the Governor; and
8. To monitor all policies, plans and activities relative to the proposed buildup from the U.S. federal government, U.S. Congress, DoD, local government, Legislature, or any other organization and provide regular reports to the Governor, the Chairman of the CMTF and the GBO Executive Committee regarding all relevant developments relative to the proposed buildup.

B. Key Positions & Functions

The GBO has three (3) employees:

1. *Special Assistant/Executive Director-Military Integration Growth Initiative Executive Assistant*
 - The annual salary for this position is \$65,000, which is currently funded by an Office of Economic Adjustment (OEA) grant. The position is funded through September 2011.
 - The functions of this position include:
 - Ensuring actions and decisions, made by the Governor and the Government of Guam with regards to the Military Integration Growth Initiative (MIGI), are coordinated and implemented in a timely manner;
 - Receiving tasks, directions, and guidance directly from and, reports directly to the Governor's Chief of Staff (COS);
 - Maintaining liaison with federal, territorial, and private agencies for the COS and Governor's Office;
 - Serving on the Military Integration Growth (MIG) Council's Executive Staff, as a key liaison between the MIG Council and the Governor's Office;
 - Participating, studying, and assisting in the planning, development, implementation and coordination of federal grants and local programs and projects applicable to Guam;
 - Reviewing, analyzing, interpreting, studying, preparing and proposing modifications to new and existing federal rules, regulations, reports,

legislation, and other similarly related actions to the COS that affect the MIGI on Guam; and

- Participating in the development and implementation of comprehensive plans and annual work programs; assisting in the analyzing and appraising program and personnel performance toward obtaining Guam's objectives; providing assistance in the technical development of programs, and reviewing the proposed projects for completeness in detail, content, methodology, justification and eligibility.

2. *Special Assistant/Deputy Director*

- The annual salary for this position is \$60,000, which is funded through the Office of the Lieutenant Governor.
- The functions of this position include:
 - Identifying major issues and concerns that affect the overall community in anticipation of the unprecedented military buildup and provide recommendations and plans of action to Governor, Legislature, public and private-sector interests;
 - Working with local and federal government agencies to identify resource requirements of the proposed military buildup relative to labor, finance, land, infrastructure, etc. and assist in the development of mitigation efforts with technical experts and local and federal regulatory agencies;
 - Coordinating with various local and federal agencies to review and respond to the Environmental Impact Statements and related plans affecting Guam's

population, infrastructure, healthcare, public safety, environment and other critical aspects of our island community;

- In collaboration with the Mayors' Council of Guam, plan, develop, and implement public comment effort to help engage public participation in addressing overall impacts to civilian population while actively collaborating and working to strengthen communication with federal regulatory agencies and other officials pertinent to buildup activities;

- Presenting information to students and visiting guests on buildup issues and challenges, local and federal policy decisions affecting timeframe and impact, and on existing efforts to increase infrastructure and human resource capacities; and

- Reviewing and preparing responses to inquiries and requests for information from local community, local and federal government agencies, and media; participate in interviews for print, television, and electronic media and radio talk shows regarding buildup activities.

3. *Special Assistant/Military Integration Growth Initiative Contract Executive Assistant*

- This salary for this position is \$54,475, which is funded through an Office of Economic Adjustment grant. The position is funded through September 2011.
- The functions of this position include:
 - Reporting directly to the Governor's Chief of Staff (COS)
 - Ensuring that all grants and contracts remain in compliance
 - Responsible for proactively surfacing new requirements in a timely manner to ensure proper actions, such as grant supplements, task orders, contract amendments are accomplished to sustain and ensure the Military

Integration Growth Initiative (MIGI) remains responsive to the Department of Defense (DOD) program

- Overseeing the maintenance and proper control of records of all expenditures and obligations relating to the programs; reviewing payment requests and recommends appropriate adjustments to budgetary requirement or needs
- Coordinating with program administrators in the planning, development and implementation of projects and activities

III. GUAM FIRST COMMISSION

A. Purpose

Public Law 29-128 was enacted into law on December 31, 2008, as an override to the Governor's original veto and further established the Guam First Commission. The purpose of the Guam First Commission, as identified in Public Law 29-128, was to provide Guam with "one voice" in dealing with representatives of the Federal Government.

The authority granted to the Guam First Commission was virtually identical to the powers granted to the GBO, and much of the language mirrored Executive Order 2008-09. See Guam Pub. L. 29-128, §§ 2301(a) – (g). In fact, the only significant change was making the Guam First Commission oversee the GBO. See Guam Pub. L. 29-128 § 2301(d).

B. Composition

The Guam First Commission consists of fifteen (15) voting members and three (3) ex-officio non-voting members:

- The Governor (1), who shall serve as Chairperson of the Commission
- Four (4) members appointed by the Governor, which included:

- One (1) member from the Guam Chamber of Commerce
- One (1) member of a Chamorro rights organization who has been selected by the combined memberships of the various organizations
- One (1) member shall be a senior citizen who is not an employee of the government of Guam or the Federal government
- One (1) shall be a member of the general public who is not an employee of the government of Guam or the federal government during his tenure on the Commission
- Four (4) members from the Legislature, which included:
 - One (1) member from the Legislative minority
 - The Chairperson (1) of the standing committee with jurisdiction over Federal Affairs
 - The Chairperson (1) of the standing committee with jurisdiction over Military Affairs
 - One (1) member appointed by the Speaker
- One (1) member from the Mayors Council
- One (1) member appointed by the Chief Justice of the Supreme Court
- One (1) member from the Guam Youth Congress
- One (1) member from *Fuetsan Famalao'an*
- The Administrator (1) of GEDCA, or their designee
- The General Manager (1) of GVB, or their designee
- Guam's Delegate (1), an ex-officio non-voting member
- The Chairperson (1) of the CCU, an ex-officio non-voting member; and

- The Adjutant General (1) of the Guam National Guard, an ex-officio non-voting member.