



**BLUEPRINT  
2020**



## Preamble

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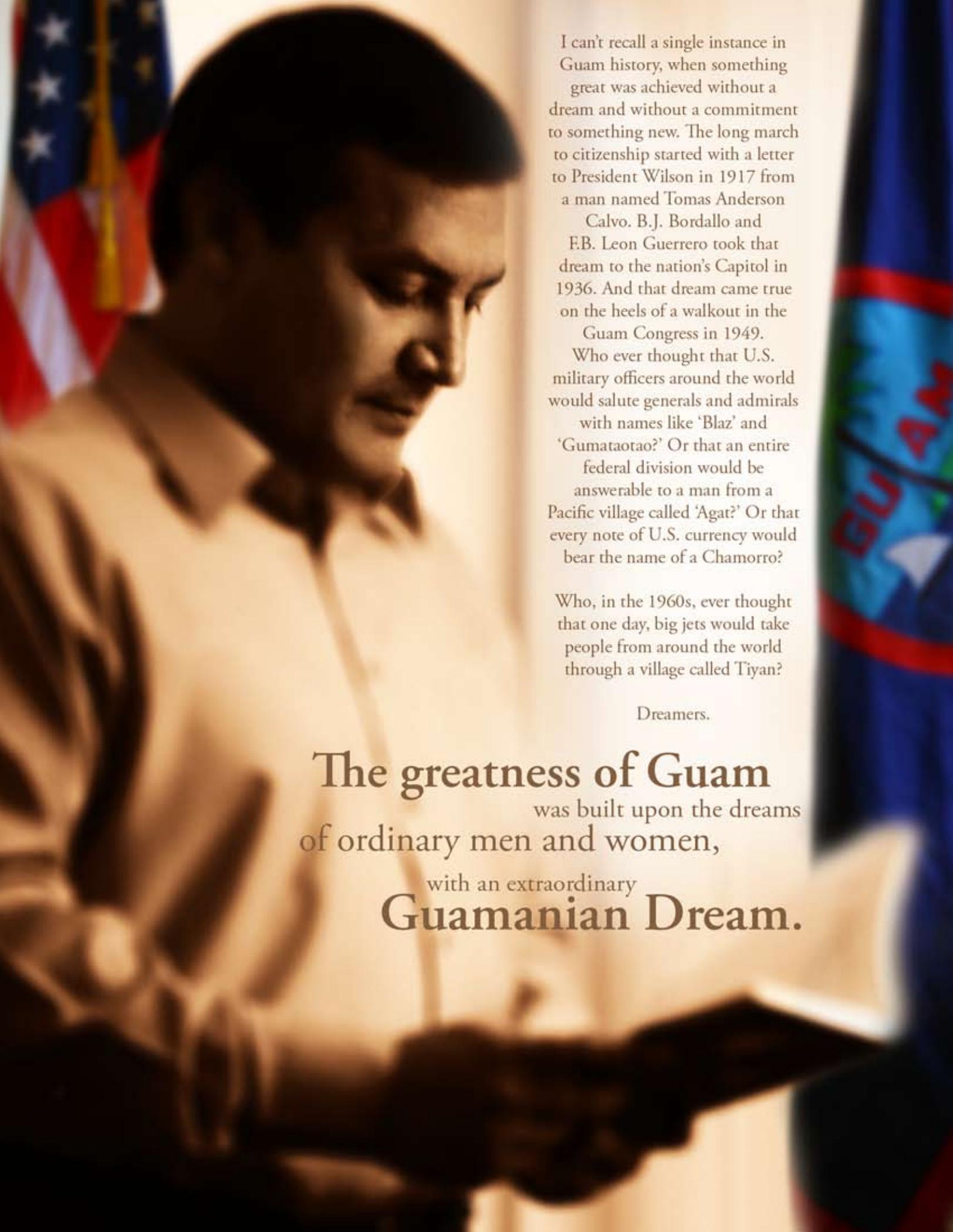
Eddie Calvo and Ray Tenorio believe in working hard and dreaming big, and are confident that in holding true to these two principles as guides, our best days are indeed ahead of us.

Our platform is uplifting and visionary. It reflects the views of countless individuals from across our island who believe in moving Guam in a new direction...together.

With this sense of optimism, we look toward the future with great hope for our island, and do offer the following platform as a foundation of principles upon which our island might continue to grow into this still new century. For it is our purpose to usher in a new direction and a new era of prosperity for all our people: **Government Efficiency; Economic Leadership; Fixing Education; Creating Jobs; Improving HealthCare; Affordable Housing; Public Safety and Security and the Guam Build-up.**

We hope these values shall be self evident to all our people and to the future generations who will provide leadership as our island faces new challenges and opportunities in the years and decades to come.

To those ends, we submit these principles as our platform to move our island forward.



I can't recall a single instance in Guam history, when something great was achieved without a dream and without a commitment to something new. The long march to citizenship started with a letter to President Wilson in 1917 from a man named Tomas Anderson Calvo. B.J. Bordallo and F.B. Leon Guerrero took that dream to the nation's Capitol in 1936. And that dream came true on the heels of a walkout in the Guam Congress in 1949.

Who ever thought that U.S. military officers around the world would salute generals and admirals with names like 'Blaz' and 'Gumataotao?' Or that an entire federal division would be answerable to a man from a Pacific village called 'Agat?' Or that every note of U.S. currency would bear the name of a Chamorro?

Who, in the 1960s, ever thought that one day, big jets would take people from around the world through a village called Tiyan?

Dreamers.

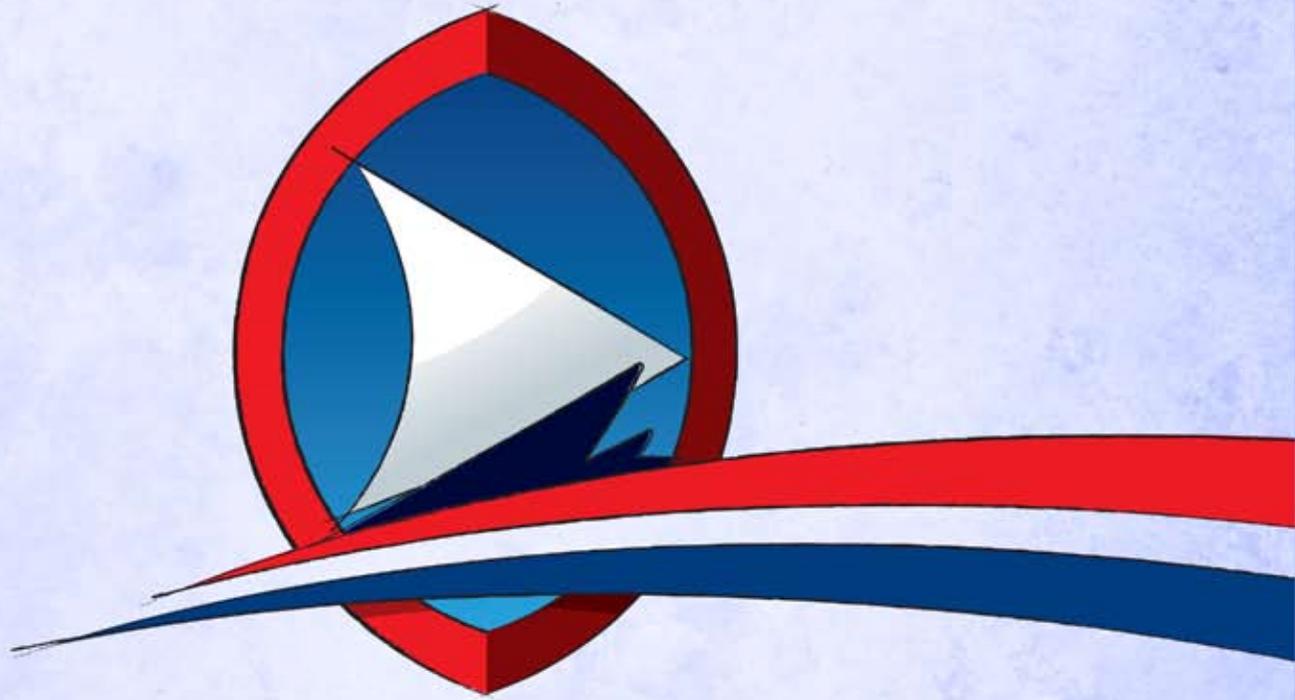
**The greatness of Guam**  
was built upon the dreams  
of ordinary men and women,  
with an extraordinary  
**Guamanian Dream.**

A man with short brown hair, wearing a white short-sleeved button-down shirt and a lei made of blue and white flowers, is speaking into a black microphone. He has a slight smile and is looking towards the camera. The background is dark and out of focus.

If we limit ourselves  
to what we've always known, then we tie  
the next generation  
to the problems  
we've been facing for years.

This is the time to dream  
**big dreams,**  
and to have the  
**courage**  
to reach them.

IT IS TIME FOR ALL GUAMANIANIANS TO DREAM.



# THE GUAMANIAN DREAM

For years we have been taught that the best we can do is be content with the hand we are dealt. We've been told there are limits to what we can do, that we should just accept our lot in life in this small island of ours. We believe in so much more. We believe in Guam. We can reach higher. For so long, you have not been allowed to dream. You are better than what you've been given.

Your dream is important to us.

Imagine waking up one Sunday morning in the home you've always dreamed about. The bills are paid. There is food in the fridge. You don't lose any sleep about your job, because you work hard in a career you enjoy. Your kids are playing in the yard and you don't have to worry, because you know the neighborhood is safe. If they have an accident, you can certainly count on the hospital to take good care of them.

Tomorrow, you'll wake up again, get ready for work and the kids will go to school. They're good schools, where the teachers have all the tools to teach. Your children are in safe, healthy classrooms. When they graduate, they'll be on a clear path to college or a career. You'll know they'll be able to take care of themselves because the island you live in today will just keep getting better.

When government fails, it is because it misses what's really important to the people it serves.

Eddie Baza Calvo and Ray Tenorio understand this. Their vision is all about you. It's all about what matters most in your life.

Eddie Baza Calvo and Ray Tenorio's vision is of an island transformed by the hard work of its people and the political maturity of its leaders to make the right decisions. Others won't make decisions for us. Our people will be in control of their prosperity, and that is how we will keep the good times going. The military buildup won't be the 'be all, end all' for the future. It won't be the peak of our prosperity. The \$15 billion investment will be an important beginning for opportunities we've never seen before, but it won't be all. The new jobs being reported in the news won't end with 15,000 foreign construction workers. There will be careers for you and your children in industries we create and sustain.

The first people to benefit from this buildup will be you, your family, your friends and everyone who calls Guam home. And you'll continue prospering because your leaders won't let the good times end when the last Marine arrives for the buildup. In their vision, Eddie Baza Calvo and Ray Tenorio will use the military buildup as a foundation to fix the problems that have accumulated over the years; and build a government and an economy sustaining growth well beyond the buildup.

This is because Calvo and Tenorio have the visionary leadership to do what's good for our people and keep the good times going for you. When their work is done, children in classrooms today will be ready to take on the careers of tomorrow here at home. That's because they'll have the best education, skills training and academic opportunities in the world. No more double sessions and air-conditioning crises. When your children graduate from high school and college, there will be careers opening for them and not waiting for foreign labor to fill the gap. The companies they build and work for will thrive because of their ingenuity and their ownership of this island we all love.

They won't have to worry about getting sick or taking the ones you love for treatment elsewhere. Guam will have the best health care system in the region. There will be no reason to go off island for care. No one will wait in line in the emergency room. The hospital and community health centers will not run out of medicine due to non-payment to suppliers. We won't have to look far for doctors, nurses and medical professionals. They will be products of our public and private schools and colleges. They will have the resources to focus health care on preventing the diseases that cause so much suffering. Because of this, more of our people will live healthy, happy lives.

Your neighborhoods will be safer. Crime will decrease because of the presence of law enforcement and better economic times. And no matter how many more citizens we welcome to our shores, you can rely on the safety and security of our island with a former police officer serving as Lieutenant Governor of Guam.

When you have a problem, we will be caring and responsive. Government will be accountable for its actions and transparent in its approach. It won't waste opportunities or resources. It will not hide from you. Government will always understand that you are number one.

We can't squander this opportunity. Eddie and Ray know and understand this. Now, more than ever, we need leadership that puts our children and their future first. We need leaders who can face the problems of today, but keep their focus on a horizon of unlimited potential.

This is their vision of Guam in 2020 from the foundation they will lay. What they will build for Guam will continue working for you well beyond their years in the Governor's office. It is a vision within reach. It needs strong leadership and trusted leaders to see it through. This blueprint we present shows how they plan on reaching this vision. It takes Guam in a new direction of service and leadership.

# **THIS BLUEPRINT**

It pushes the envelope on politics and says what the candidates really mean. At the end of the day, no one can expect everyone to agree on all the issues. But you should count on your leaders to say it straight and tell the truth. This platform is an honest glimpse into the issues affecting all of us and the beliefs and values of trusted men and strong leaders.

# **ISN'T LIKE ALL THE REST.**

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# Government Operations



## Access & Transparency

“The more that government becomes secret, the less it remains free.”

- James Russell Wiggins

Good government is government that requires openness, transparency, and accessibility to the public in the good times and bad. It requires ethical, trustworthy leaders who will lead by example and commit to an environment of integrity, efficiency, and fairness. This is why Eddie Calvo and Ray Tenorio are running for Governor and Lt. Governor. They are the team of open, honest, and accountable government for the changing times ahead. The Calvo Tenorio Administration will:

- **Be accessible to constituents and maintain an open door policy at Adelup:** We will work hard to spend time in the community daily so that we are in touch with day to day concerns of Guam's people.
- **Build a strong and vibrant relationship with our village mayors:** Our village mayors are on the front line of public service and have a pulse on the communities they serve. We

will invite the Mayors Council of Guam back to the Governor's Office, so that village issues are a daily part of life at Adelup.

- **Improve Press Relations:** Adelup will work directly with reporters so they can broadcast and publish the work of your leaders. We are committed to the freedom of the press and will maintain an open and transparent administration.
- **Be accountable:** Hold every agency head accountable in the enforcement of the Open Government Law and the Freedom of Information Act.
- **Respect Freedom of Information:** We will require the timely release of financial information to the media and public, while posting information on government websites.
- **Cooperate:** Work openly with the Legislature to address the problems and solutions of our community.





## *Respecting the Government Workforce*

Good managers are competent, accountable, and they listen to their employees. The Calvo Tenorio Administration believes that in order to retain the most qualified government employees, we must create a working environment that promotes retention. We must provide our government employees with competent managers, adequate resources, training opportunities, and competitive pay. The Calvo Tenorio Administration will address:

- **Accountability and Leadership by Example:** Appoint competent agency heads and hold them accountable for the agencies and employee morale.
- **Compensation:** Support and fund the pay levels recommended in the new Hay Study, while continuing efforts to bring government employees in sync with the U.S. national average.
- **Training:** We will support training initiatives that promote a highly skilled government workforce and provides opportunities for upward mobility.
- **Communication:** We will listen to government employees, visit their workplaces, and engage them on how to make government more efficient.
- **Liaising:** Establish liaisons in each agency to ensure the concerns of employees are heard and not arbitrarily dismissed. We will charge our agency heads and administrators with the responsibility of addressing concerns quickly and fostering healthy employee morale.
- **Recognition:** Reestablish the annual government-wide employee recognition program.

## *Government Efficiency*

The Calvo Tenorio Administration will bring a new level of efficient government service that will be built upon best management practices:

- **Service Response:** Customer Service Hotline: We will dedicate a hotline at Adelup so you can call to identify problems and help the government improve customer service.
- **Tax Refunds:** We will stabilize government finances so that timely refunds will be the norm, not the exception. We will prioritize the payment of tax refunds.
- **Information Technology:** We are living in the information age, and as a result government should be convenient and easy to access. The Calvo Tenorio Administration will improve the government information technology infrastructure with:
  - **Assessment:** We will assess the current IT infrastructure of the government of Guam and seek the recommendations of experts to bring our IT system into the 21st century.
  - **Public-Private Partnerships:** We will partner with the private sector to build a comprehensive IT system that makes interacting with government convenient and secure.
  - **Training:** We will assess the IT training needs of our government employees and work toward meeting those training needs.





# Fiscal Management Policies



## *We Will Be Responsible with Your Money*

Under the Calvo Tenorio Administration government revenues will increase, and you deserve leaders you can trust to handle this money wisely and responsibly. Deficit spending, a major cause of government debt and financial instability, will be addressed with urgency and resolved in the Calvo Tenorio Administration. This is what the team will do:

- **Balanced Budget:** Formulate an annual budget with realistic revenue estimates and develop budget contingency policies to be enforced in times of economic downturns.
- **Support Programs:** Enforce the provisions of the Rainy Day Fund and the Appropriations Cap to eliminate the government of Guam's General Fund deficit, and dedicate a portion of the annual revenue increases toward reduction of the government deficit (which is about a quarter of a billion dollars).
- **New Efficiencies:** Assess government operations and programs to improve and streamline services and expenditures, while reducing government waste and nonessential costs.
- **Manage Revenues:** Ensure increased revenues will be managed conservatively to meet operational requirements, reduce the deficit, and meet public service expectations and infrastructure requirements.
- **Financial Strike Team:** Assemble a team of fiscal experts to develop a long-range plan that will optimize the use of increased revenues with priority given to education, health and safety programs. This plan will include a contingency plan should the government experience a reversal in the revenue trend and will establish viable options to address the government deficit and restore fiscal integrity and confidence in the financial leadership of the government of Guam.
- **Performance-Based Budgeting:** Implement P.L. 29-19, beginning performance-based budgeting in several key departments leading to a phased-in full implementation of performance-based budgeting throughout the government.
- **Procurement:** We will commit to analyzing best practices, mandate openness, and provide training to ensure that government procurement is both fair and efficient. We will work to develop a Procurement Institute at UOG to ensure knowledgeable buyers government-wide.



## *Educating Our Youth*

The education of our youth holds the key to our island's future, and a prosperous destiny. The Calvo Tenorio Administration understands the implications today's education will have on tomorrow's outcome, which is why it will be at the forefront of priorities. A generation of highly educated people equals a prosperous economy of innovative workers and entrepreneurs. We cannot wait for the good times to come to invest in education. The Calvo Tenorio Administration believes in:

- **Parents are Partners:** Education begins at home. Parents are partners with educators and are responsible for the successful education of their children.
- **Challenging Our Students:** Students must be challenged and encouraged daily to reach their full potential.
- **Motivating to Graduate:** We must motivate our children and do everything within our means to have them to remain in school until they graduate.
- **Curriculum to Succeed:** Curriculum must be designed to adequately prepare students to succeed in their future endeavors.
- **Instilling Civic Duty:** Students must be prepared to be active participants in the community with an appreciation and understanding of island pride and civic responsibility.
- **Recruiting and Retaining Qualified Educators:** We must recruit and retain qualified instructors in our school system, by providing them resources they need in the classroom, competitive pay, and benefits.
- **Meeting National Standards:** We must work daily to ensure our students perform at or above national and international education standards.
- **Safe and Clean Campuses:** School campuses must be safe, clean, and conducive to learning.
- **Constant and Never Ending Improvement:** Teaching methods and knowledge of subject matter must be continually improved and reinforced.
- **Technology as a Requirement:** Technology must be implemented and used to increase the effectiveness of student learning, instructional management, staff development and administration.
- **Achieving Basic Literacy Goals:** The approved curricula must allow students to achieve literacy goals established by the Guam Education Policy Board.
- **Government's Responsibility:** It is the responsibility of our government to provide the resources necessary to the Department Education to meet the basic objectives of an adequate public education.

In order to ensure government implements policies and practices that support the Calvo Tenorio Administration's beliefs, cooperation must take place at all levels. We are prepared to work with all stakeholders to improve education on Guam. We will work with the Guam Education Policy Board and the Department of Education to ensure the following:

- **Construction of New Schools:** Support DOE's plans to construct new facilities and facilitate the financing.
- **Refurbishing Existing Schools:** Look to the successful municipal lease program that was designed to construct new schools and use this creative financing model to refurbish existing school facilities that need renovations.
- **Regular Maintenance:** Ensure every school is regularly cleaned and maintained by providing adequate funding for DOE maintenance and the Office of the Education Surahanu.
- **Performance Based Bonuses:** Encourage bonus programs for certified teachers who can demonstrate measurable achievement in student test scores.
- **Site Based Efficiency:** Provide school administrators with better access and control over resources to address teaching and learning environment issues at their schools.
- **Classrooms-to-Careers:** Implement the Classrooms-to-Careers initiative to provide learning opportunities in work areas that students are interested in.
- **Charter and Trade Schools:** Support the implementation of trade and charter schools that highlight student interests and keep them motivated in their education.
- **Adequate Funding:** Prioritize education funding in the annual budget, with education leadership accountable for ensuring that the outcome of increased funding produces measureable results in the improved education of our public.

## *Guam Community College*

The Guam Community College has done an excellent job collaborating with local industry the past few years and developing new programs. With the military buildup and the increased need for special trades, we see GCC prioritizing and strengthening vocational education offerings. The college could serve as a bridge between high school and university programs, while focusing on Associate level programs for working adults and high school graduates. In the critical years ahead, the Calvo Tenorio Administration understands the elevated importance of GCC. We will work with GCC on:

- **Partnering with Private Industry:** Foster working relationships with private industry for the established programs and apprenticeship programs.
- **Work Credits:** Establish programs that allow students to work in private industry for classroom credit.
- **Partnering with UOG:** Work with UOG to make general education requirements transferrable.

- **More Instructors:** Work with private industry to provide incentives for qualified employees of businesses and trades to teach within their respective fields to enhance program offerings.
- **Employer Incentives:** The application of tax credits for employers who support employees attending seeking higher education.
- **Transition Programs for Higher Education:** Develop a program transitioning high school graduates from high school to university level programs.



## *University of Guam*

The University of Guam is the premier institution of higher learning in the Western Pacific, and the Calvo Tenorio Administration will continue to work with the leadership to support progress in this area. As the world and job market evolves at a faster pace, the Calvo Tenorio Administration understands that more of our high school graduates must be encouraged to go on to college level programs. We believe the University of Guam is a Guam leadership academy, transforming today's students into tomorrow's community leaders. We will work with the Board of Regents and management in developing the following:

- **Forging Academic Partnerships:** Continue new partnerships with top universities in Asia and the U.S.
- **Encouraging Higher Education:** Encourage more high school graduates to pursue college degrees, while working to retain existing university students on college tracks.
- **Adequate and Timely Funding:** Work to improve funding and the release of funding to UOG.
- **Developing a Brain Trust:** Consult on complex policy issues such as political status and economic development.
- **Complimentary Relationship with GCC:** Build a stronger relationship with GCC to create the synergy needed to compliment the educational path of our youth.
- **Technology:** Implement distance education courses for professional, personal development, and adult education on Guam and regionally.
- **Cultural Education:** Promote cultural education and language instruction.



For decades now, Guam's economy has been dependant upon two primary sectors- tourism and the military. While both sectors have provided jobs and prosperity for many families on Guam, we must do more to grow these industries while encouraging the growth of new industries. This is essential if we are to create a strong, vibrant, and sustainable future. The Calvo Tenorio Administration believes we must have a market-driven economy that is supported by government rather than hindered by the bureaucracies. The governor and lieutenant governor will provide leadership in bringing people together, inviting and encouraging existing and new industry growth, and keeping regulatory agencies in line with a vision and order to help, rather than hinder, economic growth.

## *Fostering the Expansion of Guam's Industries & Markets*

The population increase will mean more customers and more opportunities for small and large companies alike. These companies thrive without government intervention. We will do our part by raising a generation of qualified workers to enhance career opportunities in these industries. In order to foster the expansion of Guam's industries and markets, the Calvo Tenorio administration will address:

- **Saying No to New Taxes:** We will say, "NO" to tax increases.
- **Supporting Tax Incentives for Economic Growth:** Assess the potential for tax incentives that encourage growth to existing and new industries.
- **Supporting Local Businesses:** Promote the interests of local companies over visiting corporations that merely seek short-term opportunities during the military buildup as opposed to investing in our community.
- **Supporting Opportunities for Entrepreneurs:** Work with UOG's Small Business Development Center and the Pacific Center for Economic Initiatives to foster entrepreneurial opportunities for businesses startups and enhancements.
- **Qualifying Certificates:** Consider the expansion of the qualifying certification program for new industries that create jobs and promote green technology. Amend existing QC program to expand "Affordable Housing Development" for our working families on Guam.
- **Visa Waiver Program:** Actively seek U.S. Departments of Transportation and State approval of Guam-CNMI-only Visa Waiver programs with the Philippines, China, Russia, and Australia.
- **Improving Government Customer Service:** Work with professionals in this industry to streamline government bureaucracy for more efficient customer service.
- **Access to Asia:** Explore economic policy that will make access to Asian markets easier for local information technology and electronics companies.

- **Grow Guam as a Regional Distribution Center:** Encourage regional distribution and value-added manufacturing and light manufacturing industries.
- **Expand Agricultural and Manufacturing Industries:** Encourage the creation of agricultural and manufacturing export industries.
- **Implement The New Market Tax Credit (NMTC) Program:** While Guam will see unprecedented growth in our community, we must encourage new local entrepreneurial growth to those who want to participate in Guam's build up. One of the challenges of the new entrepreneurs is access to capital. By implementing the NMTC program, we will provide access to equity for qualified companies to begin or to expand business ventures.



## *Tourism*

Tourism remains Guam's primary industry, and we must encourage its growth with strong resolve. We will do this by improving Product Guam as a destination that is not only attractive for our visitors, but a better home for Guam residents to live. We will:

- **Emphasize History, Culture, and Natural Beauty:** Emphasize the island culture, history, and natural beauty as the center of tourism.
- **Revitalize Historic and Cultural Sites:** Prioritize the refurbishment and revitalization of our historic and cultural sites.
- **Expand Our Visitor's District to Hagåtña:** Work with the private sector to extend the visitor district from Tumon to a revitalized Hagåtña.
- **Implement a Tourism Master Plan:** Bring together every facet of the hospitality industry to enhance the master plan for tourism and its branding and marketing.
- **Leverage Marketing Synergies:** We must encourage synergy among economic development agencies such as the port, the airport, GEDA, GVB, etc.

- **Institute an Aggressive Marketing Campaign:** Support the Guam Visitors Bureau effort to brand a product Guam throughout the world. This means reaching out to our traditional markets as well as emerging markets such as China, Australia, the U.S., other Pacific islands, India, and other Asian markets.
- **Market Local Cultural Events:** Market major cultural events and sites to our visitors, including Liberation Day, village fiestas, village processions, Gef Pago and more.

In addition to working on developing our product and marketing it abroad, the Calvo Tenorio administration believes the visitors industry will benefit from specific focus on expanding new and existing niche markets:

- **Family Tourism (Military):** A deliberate effort must be made marketing to the military and civil service families. We must encourage these new members of the community to explore Guam, and also market Guam as a destination to their families and friends living in the mainland U.S. We should market family vacation opportunities to them, especially during winter months.
- **Education Tourism:** We must work with the University of Guam and explore the potential of partnering with Asia to market educational exchange programs. We must also explore the potential of establishing Guam as a destination for learning English as a second language (ESL) for Asian markets.
- **Medical Tourism:** We will look at establishing medical tourism on Guam in collaboration with existing clinics. These clinics can be staffed by rotating off-island medical professionals that can treat a new demographic of Guam visitors. We will work with the federal government to lengthen the visa waiver program for this tourism “silver market.”
- **Sports Tourism:** We will continue working with the private sector to enhance sports facilities and attract more training and competition here.
- **Business Tourism:** We must continue marketing Guam’s resorts and growing business community to attract business conferences and conventions here. We will collaborate with the private sector and support building a state-of-the-art convention center.
- **Eco-Tourism:** We must continue supporting the development and expansion of eco-tourism on Guam.

## *Hagåtña: Revitalizing Our Capital for Commerce*

With the economic upswing comes now the opportunity to reinvest and revitalize our capital district of Hagåtña for commerce, culture, and government. We envision a capital buzzing with business and government activity in the day, and transforming in the evening with an energetic nightlife of culture, history, shopping, entertainment, and sports. We must create a vision that invites investors to renew attractions, events and commercial



development. It must be a natural tourist attraction. We will transform Hagåtña into a place of pride. The Calvo Tenorio Administration will:

- **Implement the Hagåtña Master Plan:** Commit to finishing and implementing the work of the Hagåtña Master Plan. The master plan was developed by historians, developers, planners, government officials, and members of the public.
- **Promote Hagåtña:** We will promote Hagåtña, and bring people back into the city to make it the center of commerce, government and culture. We will make it a natural part of the visitor experience.
- **Prioritize the Seat of Government:** Continue moving as many government offices back to Hagåtña as possible.
- **Promote Hagåtña Nightlife:** Work with the Guam Chamber of Commerce to encourage more nightlife in Hagåtña.
- **Fund Improvement to the Heritage Walking Trail:** We will fund improvements to the Guam Heritage Walking Trail.
- **Provide Restoration and Revitalization Incentives for Property Owners:** Support incentives or incentive programs for developers, land owners and residents to improve property, locate businesses in Hagåtña, invest in the city, and assist in revitalization and economic improvement.
- **Expansion of the Chamorro Village:** We will support the expansion of the Chamorro Village to serve as the entrance to the heart of Guam’s new cultural and historic center.
- **Renovate the Paseo de Susana:** Work to provide funding to renovate and upgrade the Paseo de Susana as an active recreational area. Renovations and upgrades will attract more sports, family outings, and entertainment events.
- **Build the Guam Museum:** We will build, finally, the Guam Museum of Culture, Art and History.
- **Restore Historic Hagåtña:** Work with the Legislature and the Guam Preservation Trust to restore significant historic sites like the Plaza de Espana, and the old Guam Legislature building.
- **Build the Guam Fisherman’s Cooperative Building:** We will finally move forward and utilize HUD funding and provide a modern state of the art facility for island fishermen to sell their local catch.



## *Developing New Industries*

The Calvo Tenorio team understands the importance of developing and expanding Guam's economic base through the introduction of new industries. Creating an environment that attracts new industries to our shores will reduce the over reliance on government, military and tourism for jobs and revenues. We will be innovative and explore new industries such as:

- **Farming & Fishing:** Farmers and fishermen are at the core of our community. We advocate the creation of more farmers' markets and fishermen markets in our villages to help expand these opportunities for growth. We support investment in infrastructure necessary to create attractive, healthy, vibrant centers of agricultural and aquaculture commerce throughout the island. We will work with the farmers to build a farmers cooperative building so the farmers from the all over the Island will have access to promote their products at a state of the art facility. With Guam's 200-mile Economic Exclusive Zone of its ocean waters we will support the development of Salt Water Aquaculture known as "salt water fish farming."
- **Agricultural Exporting:** We will explore industries like Agricultural exporting. We will work with local farmers and extend the option to use agriculturally zoned Chamorro Land Trust property for commercial farming and packaging of goods for local consumption and export.
- **Cultural Product Manufacturing and Export:** We will work with the Pacific Center for Economic Initiatives on identifying



markets for export of cultural products manufactured on Guam.

- **Tax Free E-Commerce Zone:** We will explore innovative new industries such as establishing and marketing Guam as a "tax free" e-commerce zone of the Asia Pacific Region. We will encourage international companies to participate and do business on Guam, while leveraging our U.S. status and harnessing our proximity to Asia.
- **Regional Recycling:** We will support regional recycling by partnering with our neighbors in Micronesia to make it profitable for companies to ship our recyclable waste to recycling plants in Asia. This will attract the growth of a sustainable recycling industry on Guam, and make us a regional leader in recycling.
- **Regional Distribution Center:** Guam can become the regional center for repackaging and distribution of imports destined for our island and islands throughout Micronesia. We can also leverage our position as "America in Asia" to add value to products. Products shipped to Guam from Asia, can be finished and repackaged here, then exported throughout the region and the U.S.



# Utilities and Infrastructure

## Infrastructure

Quality of life demands reliable and efficient roads, water, power, and sewage and transportation infrastructure. Guam cannot grow without these basics and the Governor of Guam must take aggressive action to prepare for future growth. The Calvo Tenorio Administration will invest in strong and reliable infrastructure, which exceeds the current projected capacity for growth to anticipate future growth. The Calvo Tenorio Administration will address:

- **Guam Waterworks Improvements:** Work with the Consolidated Commission on Utilities to raise GWA's bond rating to a superior investment grade, and support financing options to fund the necessary overhauls to the water and wastewater systems.
- **Long Term Planning:** Plan for future growth with a broader vision of Guam's future beyond just the short term. We will plan decades ahead for the expansion of the roads, walkways, bike paths and bridges.
- **Public Participation:** Incorporate the input of the public and village mayors in the future development of main thoroughfares, village streets, bike paths, walkways and bridges.
- **Unified Master Planning for Efficiency:** Mold all infrastructure master planning into one system, so the utilities agencies are making their repairs and upgrades as roads are being built and repaired.
- **Efficient Management of Road Construction to Reduce Congestion:** Manage road and infrastructure construction to ensure that it poses the least amount of inconvenience and safety hazards for our public. We will explore and implement policies like evening only construction, specific trucking hours, and incorporating public safety personnel to manage traffic flow.
- **Mass Transit System:** Bring experts and urban planners together to execute a master plan assimilating the needs of transit passengers with an efficient and economical transit system.
- **Air and Seaport Capital Improvements:** We will work with the staff, management, and port users of the Guam International Airport Authority and the Port Authority of Guam to continue expansion and modernization plans.

## Power & Alternative Energy

Renewable energy means lower power bills and a cleaner environment. Water, wind and the sun are chief sources of renewable energy. Guam has all of these in abundance. Modern wind turbines can turn the trade winds into electricity. Solar panels can harvest the sun's rays and provide constant power. The Marianas Trench can provide deep-sea cold water for air



conditioning. All it takes is a leadership commitment to Guam Power Authority's plans to build this infrastructure. Within years, we can go from one-hundred percent dependence on expensive fossil fuels to clean affordable energy. Not only is that a load off your cost of living, it will reduce the cost of government. The Calvo Tenorio Leadership will address:

- **Island Energy Task Force:** Work with the Island Energy Task Force, and acknowledge the urgent need to convert to a sustainable lifestyle. The taskforce will identify strategies and implement policies that will allow us to explore and harness revolutionary technologies such as fluorescent lights (CCFL), light emitting diode (LED), digester gas and landfill gas, solar and wind power, and thermo chemical conversion.
- **Fund Improvements:** Actively engage and work with the Consolidated Commission on Utilities in identifying the necessary funding and financing for renewable energy infrastructure.
- **Lower Utility Bills:** We will work with the CCU and the Public Utilities Commission to ensure that savings realized from the use of green technology translate into lower power bills for our residents and improved efficient infrastructure.
- **Private Sector Partners for Innovation:** Actively work with the private sector to foster innovation for a more advanced and robust renewable energy production system that meets our growing demands and reduces our carbon footprint.
- **Provide Incentives for Green Technology:** Work with the Legislature to provide financial incentives for sellers and buyers of green technology that will reduce the cost of this investment. This includes homeowners and businesses who invest in household solar and green technology.
- **Developing a Renewable Energy Master Plan:** Work with the CCU, GPA and the Island Energy Task Force to develop aggressive renewable energy efforts and timelines.
- **Alternative Fuels:** Work with the CCU, GPA and the Island Energy Task Force to migrate to less expensive fuels such as LNG.



## *Making Home Ownership a Reality*

The dream of home ownership should be within everyone's reach. The very first issue we must tackle in making homeownership affordable is the rising cost of housing. Speculation in the economy stemming from the buildup has caused the price of housing to go up. In order to achieve homeownership, our residents must be aware of the programs available to them. In addition to this, we must consider new policies that will reduce the cost of construction and assist with the cost of financing the purchase of a new home. The Calvo Tenorio Administration will address:

- **Guam Housing Programs:** Emphasize Guam Housing Corporation's existing programs with outreach campaigns to inform more people of these programs.
  - Leverage Financing Program for CLTC properties.
  - Leverage Financing for other properties.
- **Bridge Financing Programs:** Work with Guam Housing Corporation on creating a new program for bridge financing so people can afford median-priced homes as prices increase.
  - Implement the Native American Veterans Housing Program for CLTC lands.
  - Implement the Mortgage Credit Certificate for first time homeowners.
- **Increasing GHC Loan Limits:** Work with Guam Housing Corporation to increase its loan limits to keep pace with the rising cost of housing.
  - Implement the loan limits in parallel with U.S. Department of Housing Rural Development housing ceiling.
- **Closing Cost Assistance:** Work with Guam Housing Corporation to increase and market its closing cost financing program for first time homeowners.
  - Leverage the Closing cost assistance program of Guam Housing and Urban Renewal Authority.
  - Utilize the USDA leverage program so 100% financing can be available.
- **Reducing Costs Further:** Should government revenues increase and are sustainable for operations, we will:
  - Amend existing "Affordable Housing Qualifying Certificate" to make it more flexible to offset GRT for affordable housing programs.
  - Implement the "Southern Economic Incentive Act" which provides GRT waivers for construction costs to first time homeowners building homes in the southern beltway.
- **Low Income Housing Tax Credit (LIHTC):** provides financial incentives for developers to build housing units. All the units built under this LIHTC program must be available to 60% of Area Median Income (AMI) which rents are capped to 30% of their gross annual income. With the increase in population there will be families who will not afford to buy a home. This is why the LIHTC was created by the United States Congress in 1986 so that affordable rental housing can be available to families.



- Build more affordable housing utilizing this program to target the following mix units
  - Affordable rental Housing communities for working families making 60% AMI.
  - Develop more senior housing for our elderly.
  - Develop more assisted living units for our elderly who require assisted care.
- **Guam Housing and Urban Renewal Authority:** This agency oversees multiple federal programs from HUD. We will work actively to ensure that we maximize all federal programs. This includes federal assistance for public housing, housing rehabilitation, down payments, and closing cost assistance.
  - **Increase Program Funding:** We will work with our Washington Delegate to increase the amount of funding from HUD to match our population increase due to the military buildup.
  - **Market Federal Programs to Developers, Non Profits, and Government Agencies:** We will inform all stakeholders of available programs under GHURA.
  - **Public Outreach:** Charge GHURA with program outreach to attract low-income families to this homeownership opportunity.



## *Reducing Health Care Costs via Healthy Lifestyles*

It is the vision of the Calvo Tenorio Administration to prevent disease and sustain a healthier community, keeping the ones we love most with us longer without the pain and suffering of heart disease, diabetes, cancer and so many other afflictions. A focus on preventing disease lessens trips to the hospital and drives down the cost of health care on our entire community. This is why the first priority of the Calvo Tenorio health care plan is to reduce the cost of health care on our community, by promoting healthy lifestyles and preventing disease. This is investing money wisely. We will promote a healthier Guam community by providing:

- **Early Childhood Education:** We will promote a healthy lifestyle education campaign helping families and educators instill healthy habits early among children.
- **School Nutrition:** We will promote healthy eating in our public schools, and ensure that the school lunch program continues to evolve into a model of healthy nutrition.
- **Healthy Lifestyle and Fitness Programs:** We will work with the Department of Parks and Recreation, the Department of Education, village mayors, businesses and non profit organizations to encourage physical activity and sports at all levels. This will increase community access to island residents of all ages.

- **Renovation of Existing Sports Facilities:** We will invest and prioritize the upgrading of existing recreation and athletic facilities.
- **New Facilities:** We will work to build bike paths, fitness trails and new sports facilities.
- **Physical Education:** Work with the Guam Education Policy Board to develop a strategic plan and determine funding needs for physical education, health and interscholastic sports programs.

## *Improving Our Existing Health Care System*

It is the vision and objective of the Calvo Tenorio Administration to make health care affordable, accessible, and efficient that promotes a healthier Guam through prevention, wellness, and overall coverage. For this vision to be realized, the Calvo Tenorio Administration will establish a Guam Health Care Planning Council whose role and function is to build the foundation for developing an islandwide plan to identify both short and long term strategies that effectively address issues related to access, cost and quality of health care.

- **GMH Emergency Room:** For years now, patients have waited for hours in the GMH Emergency Room for care. This issue will be addressed in the Calvo Tenorio Administration. We will:
  - Work to expand the GMH Emergency Room.
  - Hire more hospital staff and healthcare professionals to provide emergency care.
  - We will continue to build upon Governor Felix Camacho's work of maintaining accreditation achieved by the GMH.
- **Recruiting and Retaining Health Care Professionals:** Another challenge to health care on Guam has been recruiting and retaining quality health care professionals on island. We will:
  - Work toward increasing the salaries of health care workers so they are comparable to the national rate.
  - Recruit providers through the J1 Visa Waiver Program (H1-B status) so Guam can successfully recruit foreign medical graduates with specialties currently unavailable on Guam.
  - Network with Guam's doctors working in the U.S. mainland to bring them home and lure their peers in specialty fields to the island.
  - Work with our delegate to Congress and the State Department on a program to grant temporary visas to qualified Asian doctors who can provide the specialty care lacking here.
  - Work with the private sector to cover the cost for consultations with specialists and sub-specialists so telemedicine can be part of the clinical practice for private practicing physicians, multi-specialty clinics, GMHA, DMHSA, and the CHCs.
  - Encourage the investment and development of privately-run medical facilities. These facilities will draw doctors in specialty fields to take care of your unique health needs. New hospitals and clinics mean more equipment and more medical professionals.
  - Direct resources toward medical equipment and supplies that will attract doctors here. Whether this means equipment for heart surgery or facilities for cancer screening and research, no expense is too great for the health and life of our people.
- **Paying Health Care Providers and vendors on time:** In order to maintain quality health care on Guam, we must ensure that health care professionals and vendors are paid on time for services rendered, while providing incentives. We will:
  - Work toward fully staffing and funding the existing health centers and build additional community health centers for easier access to care and more recreational facilities to promote preventive care.
  - Work toward promptly paying off-island hospitals for services provided to both Medicaid and MIP patients.
  - Explore offering physicians and mid-level providers' tax incentives when they provide services to the medically underserved population.
  - Work with the Legislature to amend the current MIP Reform Law so private providers can accept new MIP patients. This amendment also must ensure MIP promptly pays private multi-specialty clinics and private sole practicing providers by having sufficient funding for the MIP program.

- **Expanding Community Health Centers:** Community health centers are important safety net providers of health care, especially for those who cannot afford going to a private doctor. These centers are becoming more important as the population grows. The Calvo Tenorio Administration will:
  - Work toward fully staffing and funding these health centers.
  - Work toward fully staffing and funding the existing health centers and build additional community health centers for easier access to care and more recreational facilities to promote preventive care.
  - Study the feasibility of extended hours and implement these hours of operation.
  - Make efforts to hire more dentists, doctors, nurses, pharmacists and other medical professionals.
  - Amend the MIP Reform Law so that MIP patients have access to primary health care and preventive services.
  - Increase funding to support the number of people enrolled in MIP, Medicaid and State Child Health Insurance programs.
  - Expedite MIP and Medicaid claims processing so that providers, private clinics, private pharmacies, laboratories and diagnostic service providers are reimbursed promptly.
  - Provide additional funding to the CHCs to increase access to primary health care and preventive services.



- **Ambulances Near Your Neighborhood:** The current ambulance shortage is unacceptable. Nothing is more critical than providing life-saving services when every second counts. The Calvo Tenorio Administration will:
  - Procure as many ambulances as needed to adequately serve our island.
  - Provide the funding to maintain every one of those ambulances regularly.
  - Explore a municipal lease plan in which we invest a portion of compact impact funding annually into a municipal lease plan where a private contractor provides a sufficient supply of working, well stocked ambulances at all times.
  - Provide GFD with the systems and personnel to properly bill for services.

- **Medically Indigent Program (MIP):** Citizens in the Medically Indigent Program need this government's commitment to fully fund the program and pay its bills on time. The Calvo Tenorio Administration will:
  - Work toward fully funding MIP and releasing allotments on time.
  - Work toward paying MIP bills on time.
  - Restore private medical and dental providers' confidence in the government's ability to timely pay its MIP bills, then re-enter the private sector, allowing MIP patients to choose their doctors and readily receive professional care.
  - Improve the management and administration of the MIP program so MIP claims can be processed in a timely manner through adequate staffing, an electronic health record system, and sufficient cash flow to pay providers.
- **Enrolling our Government of Guam Retirees in Medicare** – this will reduce the cost of health care for retirees and our current active employees. The Gutierrez administration failed to implement this in 1998 when they had a chance to.
- **Increase the number of Guamanians covered by health insurance and encourage employers to offer a range of health insurance options.**
  - Encourage employers, through varied incentives, to offer a range of insurance options and choices to employees.
  - Reduce potential for financial impact from catastrophic loss by supporting new and innovative approaches to insurance for individuals, which would be consumer owned, portable and purchased with pre-tax dollars.
  - Encourage and strengthen the participation of local health insurance carriers including international insurance companies to participate in the Government of Guam's health care insurance plan as a way of reducing insurance costs and making health insurance more affordable for our government employee and their families.
- **Work with our federal partners to make revisions to the Patient Protection and Affordable Care Act (PPACA) that will lower the expensive mandates that may have unforeseen negative cost impact for our island:**
  - Support the efforts of our local health insurance carriers and private sector employers to seek a waiver or exemption to the Medical Loss Ratio requirements as a means of reducing health insurance premiums.
  - Work towards health care parity with the United States mainland regarding various health care programs.
  - Support the consumer protection and appeals remedies afforded under the new Health Care Reform Law.
  - We will support the insurance market reforms outlined in the Health Care Reform Act.
  - Ensure that Guam takes full advantage and applies for the various Consumer Assistance Grants and Rate Review Grants afforded under the new Law.

- **Support the efforts of the Guam Health Care Development and Hospital Foundation to build a new private hospital for Guam and the region:**
  - We support the efforts of a broad based community involvement to build a new private hospital.
  - This new hospital will work in coordination and collaboration with the Guam Memorial Hospital.
  - A new private hospital is badly needed to augment the services and capacity of the Guam Memorial Hospital and will ensure the increase in physician specialists practicing on Guam.



### *Improving Access for the Disabled*

- **Equal Access to Public Services:** Both government and private facilities are not all in full compliance with the Americans with Disabilities Act. Moving forward, we will improve this. The Calvo Tenorio Administration will:
  - Have the Department of Revenue and Taxation provide an ADA guidebook to everyone picking up a business license.
  - Work toward bringing every government building into compliance with the ADA.
  - Mandate that all government agencies provide service with considerations for persons with special needs. All efforts must be made to provide the same level of service and care.
  - Engage the systems of care, the utilities agencies, Department of Public Works and city planners to ensure that every public and business structure on this island is 100 percent accessible.

## *Improving Mental Health Services*

- **Recruitment of Health Care Professionals and Retention:** There is a severe shortage of mental health professionals on Guam, which creates a backlog in service. The Department of Mental Health and Substance Abuse, along with DISID and DVR, needs more professionals, better access to training, and additional resources to do their job. The Calvo Tenorio Administration will:
  - Identify the types and number of professionals needed to meet performance outcomes.
  - Prioritize funds for the training every professional needs to do the job.
  - Increase wages based on the Hay Study to ensure retention.
- **Improving Service and Efficiency:** At present, a person with a special need, on Guam, may have to seek services at more than eight different agencies to address their needs. This is not only inefficient and unacceptable, but these agencies may not be talking to each other, making service much less personalized and unreliable. A “system of care” can resolve these problems by placing a focus on the customer.
  - **Three Systems of Care:** The Calvo Tenorio Administration will implement three systems of care for all people with special needs at different stages of life:
    - **The Early Childhood System of Care.** Research strongly suggests that learning and behavior takes shape from birth to kindergarten. Parents and guardians of these children need the community’s support through this transition.
    - **The Child & Adolescent System of Care.** I Famagu’on-ta. I Famagu’on-ta is already designed as a System of Care for children and adolescents with severe emotional disorders. We can enhance this system of care to include children and adolescents with special needs.
    - **The Adult System of Care.** The Department of Mental Health and Substance Abuse, DISID, and the Division of Vocational Rehabilitation, have been trying for years to make the system work, but there needs to be systemic changes and a full commitment from the highest levels of government to an adult system of care for things to happen.

- **Implementation:** In order to successfully implement these systems of care, we will:
  - Work with relevant stakeholders and consumers to develop a system of care that works.
  - Go beyond the calling of the federal court-ordered Permanent Injunction and prepare adults with special needs for stable, independent living, and full access to the services they need.
  - Direct the reform of all involved agencies to make this System of Care work.
  - Foster strong links between UOG CEDDERS, Guam Early Intervention System, the Headstart program, DPHSS, I Famagu’on-ta, community-based organizations, and non-profit organizations to provide comprehensive and coordinated medical, dental, mental health and social care services to children with special health care needs.
  - Demand accountability based on performance outcomes every year after the implementation of the System of Care.
- **Wraparound:** Eddie Calvo and Ray Tenorio also believe that “Wraparound” can be implemented on Guam as a cost-effective model in providing mental health and related services to people in need. This is a model which has been implemented throughout the nation:
  - A Wrap Team consists of the individual, family members, natural support, service providers and other stakeholders working together and “wrapping” the individual with needed support services.
  - This improves the child’s situation so he or she can be a functioning and productive member of the community.
  - Wraparound empowers the individual and family at all levels and does whatever it takes to provide the service that is needed.



# Safety and Security

## *The Right Plan for the Coming Population Increase*

The strongest deterrent to crime is the presence of law enforcement. We can help deter criminals from robbing cars and homes, vandalizing property and entering your homes simply by increasing the neighborhood patrol. No one running for higher office understands this more than Eddie Baza Calvo. It is why he chose a police officer to be his running mate. Ray Tenorio is your greatest advocate for your safety and well-being. His whole life has been dedicated to protecting you. Among his chief concerns is the increased presence of law enforcement. He and Eddie Baza Calvo want to make sure there are more than enough police officers, firefighters, customs officers, medics, corrections officers, and airport and port police and fire personnel to keep you safe and respond to your emergencies. In order to make Guam a safer place, we must manage and direct polices that will prevent and reduce crimes like child and sexual abuse, family violence and drug abuse. In order to make our streets safer, the Calvo Tenorio Administration will provide:

- **Retention of Qualified Personnel:** Continue to support and compensate uniformed and civilian personnel at a level enticing and retaining the best talent at all levels.
- **Rightsizing Public Safety:** Work with the heads of public safety agencies to identify appropriate service needs and staffing levels, and then provide for those needs.
- **Improved Communication Systems:** Prioritize a communications system with interagency connectivity.
- **Standardized Equipment:** Work on providing standardized equipment throughout agencies, such as vehicles, weapons, supplies and parts. This will result in greater cross-utilization of resources, consistent performance and other efficiencies.
- **Training Opportunities:** Provide certified basic training courses and federal training opportunities. This will improve the quality of public safety officer, raise professional integrity, and promote advancement through the ranks.
- **Village Presence:** Increase the police force to sustain regular patrols through every village and in your neighborhood.
- **Prosecution:** Work with the Attorney General's office to ensure prosecutors have all the resources they need to bring criminals to justice under the full measure of the law.
- **Support Organizations for Victims:** Increase support for social services such as Sanctuary, Alee Shelter, Child Protective Services, I Famagu'on-ta, etc. to help abused children and families cope with abuse.
- **Rehabilitation:** Focus on rehabilitation of drug users to prevent recidivism.
- **More Police and Fire Stations:** Explore financing and federal funding to build more police and fire stations.



- **Public Safety Headquarters:** Build a new public safety headquarters that will promote new efficiencies in public safety and reduce the cost of government.
- **Department of Corrections:** Support and encourage programs that rehabilitate inmates and programs that encourage them to become productive members of society.

## *Education as Crime Prevention*

Crime prevention begins at home with our youth. Children must know they can contribute to Guam and have no reason to turn to a life of crime. At-risk children must be taught they have a fighting chance to make goals, and pursue their dreams. Every child must be given the opportunity to excel and succeed at what they want to do. No child, regardless of circumstances, can be left behind. This is our long-term strategy for curbing crime and improving the safety of future generations. The Calvo Tenorio Administration will address:

- **Public Education Campaigns:** Emphasize public education campaigns encouraging people to speak out against abuse, drugs violence and other crimes.
- **Family Values:** Make the strengthening of families the cornerstone principle guiding all government policies.
- **Positive Community Outlets:** Provide villages the resources and infrastructure (libraries, community centers, athletic facilities, etc.) to keep children engaged in healthy and positive activities.
- **Identifying Those at Risk:** Work to provide Guam's courts the resources to identify at-risk children and place them into corrective services.
- **Support Programs:** Support early childhood education programs, non-profit organizations to assist high risk children with struggles.



## *In Support of Life*

Senator Calvo has been a tireless crusader for the right to life. He is the father of the most far-reaching law regulating abortion in Guam, the Partial Birth Abortion Ban Act of 2008. He introduced other legislation to curb the rate of abortion on the island. His outspoken advocacy, together with other advocates of life, is building a stronger culture of life on the island. His leadership is giving a voice to the most vulnerable in our community. Any measure that will end in the destruction of life or family will be met with a veto. Eddie Baza Calvo and Ray Tenorio also believe:

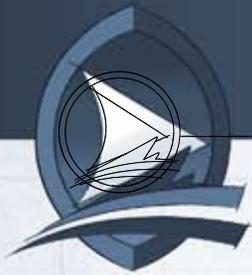
- **Abortion** is wrong and more must be done to help mothers who may not want their children.
  - We will prohibit the use of local and federal funds for abortions.
  - We will require Guam Memorial Hospital doctors via Executive Order to give informed consent in their private practices to patients seeking abortions.
  - We will discourage teen pregnancy and help those struggling with this challenge.
  - We will support social services, parental counseling, strong foster homes, and empowerment programs that support struggling pregnant mothers.
- **Euthanasia** and the **death penalty** are wrong.
- More must be done to curb the growing problem of **suicide**.

## *A Shelter and Center for the Homeless*

Part of the Guamanian Dream is giving everyone the opportunity to succeed. Homelessness is a complex and growing challenge in our community. There is a need to identify our homeless and offer social services to assist with their individual needs. As a community, we must all do our part to help those who can't get back on their feet. The Calvo Tenorio Administration will address:

- **Homeless Center:** Work with the Guam Chamber of Commerce, Guam Housing and Urban Renewal Authority, Department of Public Works, and U.S. Department of Housing and Urban Development to build a homeless center at an optimal location. It will be a shelter and a center to help the homeless help themselves.
- **Social Programs and Services:** Provide the social services support these people need to find work. This includes career counseling, job training, job placement, financial planning and more.
- **Proper Integration:** Enforce loitering laws and encourage the homeless to go to the center and take advantage of social services helping them to find work and improve their livelihoods.





## *Services Befitting Heroes*

There are an estimated 15,000 veterans living on Guam today. Thousands of our sons and daughters in the military today will come back from war, joining Guam's veterans on the mantle of heroism. Thousands more, who will make Guam their home following the military buildup, will also join them. Veterans services must improve dramatically so all veterans living here receive the benefits they need. The Calvo Tenorio Administration believes that veterans know what veterans need, and this principal is the foundation of our Veteran's platform. We will:

- **Expand Authority:** Expand the Guam Veterans Commission to include all registered veterans organizations in its membership, and broaden the powers and duties of the Guam Veterans Commission to give it the autonomy needed to better advocate veterans causes. We will place the Guam Veterans Affairs Office under the jurisdiction of the Guam Veterans Commission.
- **Provide Clear Direction:** Charge the Guam Veterans Commission and the Guam Veterans Affairs Office with the administration of veteran's issues, including education benefits, certification of preference points, employment services, vocational rehabilitation, disabilities, medical and dental care, homeless outreach, and services for dependents and survivors.
- **Improve the Veteran's Cemetery:** Place the Veterans Cemetery under the control of the Guam Veterans Commission. It will be funded exclusively under a program for maintenance,

administration and operations. Funding for this program will be appropriated separately. The transfer of control of the cemetery to the commission will be done by law, providing the transparency in the public hearing process and the stability of local statute to protect the continuous operations of the cemetery.

- **Create Cabinet Post:** The Chairman of the Guam Veterans Commission and the Administrator of the Guam Veterans Affairs Office must have a seat in the Governor's Cabinet. The office needs its own funding, and it needs the complete support of the governor.
- **Fund Service Expectations:** Fully fund the service expectations of the Guam Veterans Affairs Office by providing the necessary manpower needed by the Guam Veterans Affairs Office to process benefits and claims, and to advocate veteran's causes.
- **Appoint a Veteran as Administrator:** We will appoint a veteran as the administrator of the Guam Veterans Affairs Office.
- **Process Claims Locally:** The Calvo-Tenorio Administration will work with the U.S. Department of Veterans Affairs to move claims processing and all medical and administrative services from Honolulu to Hagatna.
- **Veteran's Center:** We will revisit plans from the Ada Administration to design and build a state of the art veterans center.



## *Protecting Our Natural Resources*

Runoff is damaging our coasts, watersheds and coral reefs. Natural areas are being cleared without regard to habitat and endangered species. The air is being polluted with emissions from the smokestacks of our power generators. Unless we take affirmative action now, the situation will worsen and the planned relocation of thousands more people to Guam will only exacerbate this waste and pollution as resources are diminished further. We are stewards of God's creation, entrusted with the resources of this earth. We cannot destroy the habitat our children rightfully should inherit. Our water, air and land must be protected at all costs. The Calvo Tenorio Administration will:

- **Eliminate Waste:** Make a concerted effort to work with Guam Waterworks Authority to repair leaks in the transmission and distribution systems.
- **Promote Conservation:** Lead public education campaigns on water and energy conservation, employing research and best practices from the Water and Energy Research Institute.
- **Promote Sustainability and Green Technology:** Encourage and give incentives for green technology that reduces our carbon footprint and dependence on fossil fuels.
- **Protect Our Water Resources:** Fight against any over-harvesting of water from the aquifer, and work with U.S. EPA to enforce policies that protect this precious resource.
- **Prevent Runoff and Marine Damage:** Charge the Guam Land Use Commission with enforcing measures in place to protect against runoff and marine damage.
- **Protect Endangered Species and Terrestrial Habitats:** Enforce laws and regulations providing for the monitoring of terrestrial habitat and protecting endangered species from habitat clearing.
- **Support and Promote Reforestation:** Work with environmentalists, agriculture professionals and the University of Guam to put together a strategic reforestation plan.
- **Support Land Conservation:** Work with the Legislature on protecting conservation of land, especially in the south, for reforestation and to guard against overdevelopment.
- **Support Coastal Management:** Support Guam Coastal Management Program's strategic initiatives to protect coral reef and watershed habitat, water quality, and historic and cultural artifacts and sites. Oppose the dredging of precious coral beds at Apra Harbor for the proposed berthing of a carrier strike group.

## *Litter, Graffiti & Stray Animals*

We will work actively to cleanup litter and graffiti. Our visitors wonder why anyone would devalue such a beautiful island. Children see it and think that it's okay to treat someone else's property poorly. Our generation must lead by example. We have



to take control of the litter and graffiti problem, and instill pride and respect in our island to the next generation. The Calvo Tenorio Administration will promote:

- **Enforcement of Litter Laws:** Charge the Guam Police Department with greater enforcement of litter and graffiti laws and provide village mayors the resources to enforce litter laws as well.
- **Prioritizing Beautification:** Provide the relevant government agencies and village mayors the resources to clean up our villages.
- **Promotion of Regular Cleanups:** Bring the community together to lead regular cleanups. This will include partnerships with the private sector to clean and maintain storefronts.
- **Public Information Campaigns:** We will launch public education campaigns against littering and the vandalism of public and private property.
- **Spay and Neutering Programs:** Expand spaying and neutering programs for effective prevention.
- **Adoption Programs:** We will support and promote incentives for the adoption of stray animals.
- **Pet Control Unit:** Enhance the Department of Agriculture's Pet Control Unit with further staff and funding to enforce animal rights laws.

## *Recycling*

Every first-world nation is turning to recycling to reduce waste. The call to recycle should be much stronger in an island with limited resources and such little land mass. We cannot sustain the level of waste placed into the landfill at the current rate. The Calvo Tenorio Administration will promote:

- **Private Sector Investment:** Encourage private sector investment into the collection of separated and recyclable waste.

- **Government Recycling Guidelines:** Encourage the solid waste receiver to implement recycling guidelines, and require separation of waste in all government agencies.
- **Public Education Campaigns:** Lead an aggressive public education campaign on the value of recycling, especially in public schools.
- **Private Sector Incentives:** Provide incentives for businesses to replace garbage bins with separated waste bins.

## Overfishing

Guam is in the crossroads of international trade agreements. We sit within the most valuable waters in the world, rich with overfished yellow fin tuna, and dangerously low levels of reef fish. Our marine habitat is seriously unbalanced because forces outside our coastline are fishing in our waters. It is a multi-billion dollar industry. It is to the point where local fishermen are told to stop fishing in our own waters. Guam must have a say in the management of its own marine habitat. The Calvo Tenorio Administration will:

- **Partner with Federal Government:** Work with the federal government to become partners in the decisions made within Guam's exclusive economic zone.
- **Preserve and Protect:** Advocate marine preservation and enforcement of overfishing regulations with the U.S. Coast Guard.
- **Provide Additional Resources:** Provide the Guam Police Department and Department of Agriculture the resources needed to guard against illegal marine activities through their marine patrol program.



*Making this a Guam Buildup...*



## *Our Position on the Military Buildup*

- **The Biggest Immediate Challenge Ahead:** The buildup will affect all facets of life from public safety to culture, to education and infrastructure. The Calvo Tenorio Administration will be aggressive in our negotiations with Federal leaders to ensure our community is not shortchanged.
- **Managing Growth for Opportunity:** The Calvo Tenorio Administration will ensure that we harness growth in a positive way that provides opportunities and an improved quality of life for all of our residents.
- **Not the Ultimate Solution for Opportunity:** The Calvo Tenorio Administration believes that the planned military buildup should not be regarded as the ultimate solution and sole opportunity for lasting prosperity.
- **Proactive vs. Reactive:** The Calvo Tenorio Administration will not simply react to the military buildup. We will manage change and not let it manage us.

## *How We Will Handle the Military Buildup, Step by Step*

- **Management:** We will appoint a Director, Guam Military Buildup Office. This senior official will be the new single point of contact for the military buildup and report directly to the governor.
- **Long Term Strategic Change:** We will treat the military buildup as an opportunity to bring about long-term sustainable change. We will invest growing tax revenues toward a sustainable future.
- **Government Coordination:** The Governor will empanel the Guam First Commission and direct the Director of the Guam Military Buildup Office to work cooperatively with the Commission and push for the immediate adoption of the Guam agenda through and beyond the military buildup. The Guam Military Buildup Office must also work with the Civilian Military Coordinating Council (CMCC) to ensure mutual coordination.
- **Direct Meetings:** The Governor will go to Washington, D.C., and work to secure a commitment to Guam's agenda for economic prosperity, cultural revitalization and security. The new governor will address long-standing federal issues.
- **Performance Goals:** The new governor will direct the overall performance goals to the Guam Military Buildup Office. These include ensuring heavy commercial traffic occurs before and after drive time, executing proper zoning, building new roads and bridges, etc.
- **Specific Steps:** The Governor's Guam Military Buildup Office will be directed to execute specific program steps including integrated urban planning, cultural revitalization, economic initiatives, host community communications with Washington,

D.C., and post-buildup action plans for sustainability. This office will also engage Program Management experts to ensure proper management of varying degrees of projects islandwide.

## *Benefitting Our Local Businesses and Contractors*

- **Customs Pre-clearance:** We will expedite the shipping of goods and materials into Guam. Goods imported to Guam from U.S. states are already cleared by U.S. Customs in California. These goods can be pre-cleared by Guam Customs as soon as the Bill of Lading is written. This way, containers can go quickly from the ship to a truck at our docks.
- **Guam Small Businesses First.** Every effort must be taken to ensure the windfall of business opportunities from the military buildup are realized by local small businesses first. Local small businesses care about Guam, provide long term careers for our people, pay taxes and contribute to the community. They must benefit before off-island companies who are here short term to reap a profit.
- **Support and Emphasize Existing Programs:** The Calvo-Tenorio economic team will work with government agencies and private sector groups such as the Guam Chamber of Commerce and the Guam Contractors Board to inventory available programs and ensure that the benefits of the federal Hubzone and Section 8(a) contracting incentives are made available to all qualified Guam businesses.
- **Tax Incentives:** The new administration will also consider other tax incentives focused on giving local businesses a fair competitive base on military procurement actions.
  - Work with the Legislature to institute GRT offsets to developers constructing homes for first-time homeowners. This will make homeownership more affordable while supporting job growth and economic activity.
  - Work with the Guam Contractors Association and the Legislature on tax policy that will lower the cost of construction. This discussion should include corporate income tax rebates for developers building homes for low- to moderate-income first-time homeowners.
- **Develop New Programs:** The Calvo-Tenorio administration will seek assistance from both the U.S. Congress and the Guam Legislature to implement meaningful programs that ensure that Guam businesses are enabled to compete fairly for available contracts and business opportunities.
- **Enforce Compliance:** Under the Calvo-Tenorio administration, government agencies shall be directed to audit off-island contractors to ensure that any company doing business on Guam complies fully with applicable laws regarding licensing, operating and taxation.

- **Small Business Advocacy:** Now more than ever, we need small business advocates. Young and up-and-coming entrepreneurs need guidance. So do local small businesses who've never dealt with military contracts before. We will:
  - Work with the U.S. Small Business Administration to maintain and expand SBA presence in Guam.
  - Establish a small business advocate in the Governor's Office.
  - Work with GEDA and the University of Guam, including the Small Business Development Center and the Pacific Center for Economic Initiatives to push small business opportunities with the military buildup to the forefront.
  - Lessen regulations and provide incentives for Guam-based small business growth.
- **Support Trade Schools/ Workforce Development:**
  - Support and encourage the growth of the Guam Trades Academy, UOG's School of Engineering, and all of GCC's Certificate and Associate programs in construction technology, electromechanical work, welding and waterworks technology.
  - Institute the Classrooms-to-Careers initiative, aligning long-term industry development with career development and classroom instruction to build a new Guam economy.
  - Work with the military to promote civilian job opportunities on the bases to Guamanians.
  - Work with private contractors to guide local trades professionals into careers in a sustained post-buildup economy,
- **Off-Island Workforce:**
  - Ensure the timely arrival of an adequate foreign labor workforce for contract work through the military buildup by working diligently and closely with the federal government.
  - Enforce and monitor the working and living conditions of foreign workers.

## *Benefitting Our Local People*

The Calvo Tenorio Administration will take specific steps to ensure that Guam benefits from the military build-up. New revenues resulting from increased economic activity must be invested wisely. The Calvo Tenorio Administration will:

- **Invest in the Education:** Invest heavily in the education of all the children of Guam.
- **Invest in Health Care:** Work toward world-class health care for the people of Guam and her guests.
- **Invest in Public Safety:** Provide adequate public safety services to protect the people and respond readily to their emergency needs.
- **Invest in Quality of Life:** Protect the environment, provide meaningful veterans services, defend a culture of life and increase recreational activities to promote healthy families and improve quality of life.
- **Invest in Infrastructure:** Build the capacity for growth by building infrastructure that accounts for the military expansion and a growing economy beyond the buildup.

## *Developing a Flexible, Innovative Workforce*

The military buildup will present tremendous opportunities, but we need to make sure our people are ready to take them. We will root out the problem of structural unemployment. This is the importance of Classrooms-to-Careers moving forward, but we also must address today's adults who deserve a shot at the future, too. The Calvo Tenorio Administration will promote:

- **Increased Training and Employment:** Specify and target training and unemployment programs to help our people position themselves for the new economy.
- **Workforce Development for Business Needs:** Establish and maintain programs that match the needs of business with the talents of our people as efficiently and effectively as possible.
- **Employment Integration:** Offer pre-employment training, educational instruction, job placement, and retention services.
- **Specialized Skilled Workforce:** Expand proven skill-training practices, such as the registered apprenticeship program and trade schools.
- **From the Classroom to the Workforce:** Foster the growth of a new public-private partnership to help forge a closer link between the schools and private employers.

## *Protecting Our Heritage*

Preservation of heritage and culture is a primary area of concern and will be a priority of the Calvo Tenorio Administration. While the military buildup will have an impact on our island culture and historic resources, we believe it also provides a unique opportunity in sparking a cultural renaissance. We will:

- **Chamorro Language Education:** Encourage family and community leadership in Chamorro language education, working with public schools on strengthening Chamorro language curricula.
- **Guam Museum/ Cultural Center:** Build the Guam Museum to display artifacts and celebrate our heritage.
- **Chamorro History and Art:** Work with the Guam Humanities Council and the Council on the Arts and Humanities Agency to promote the work of local artists, writers, poets, orators, and more.
- **Historic Sites:** Commit to restoring and highlighting our historic sites and districts beginning with the village of Hagåtña. This will instill cultural pride and provide a catalyst for further island wide restoration of historic sites, historic landscapes, and cultural pride.
- **Cultural Renaissance:** We will support Chamorro artisans and advocates of heritage during the critical changing times ahead.

# IT'S ABOUT YOU.

## CALVO TENORIO

A N E W D I R E C T I O N

### PEOPLE FOR A NEW DIRECTION

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