



GUAM GREEN GROWTH

G3 ACTION FRAMEWORK
MAY 2021





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Prepared by the UOG Center for Island Sustainability in coordination with the Office of the Governor of Guam, the Office of the Lt. Governor of Guam, and the Guam Green Growth (G3) Working Group Members.

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May 28, 2021

The Guam Green Growth (G3) Initiative is the most comprehensive public-private partnership ever created to achieve a sustainable future for our island. The G3 Action Framework is the ambitious 10-year plan to realize that sustainable future. The framework is a compilation of hundreds of goals, objectives, action items, metrics, and partnerships updated biannually by a 99-member G3 Working Group, representative of all sectors of Guam's society. The G3 Action Framework is an overarching strategy to guide and record government and civil society actions toward the island's sustainable future. The G3 Action Framework focuses on five categories of action—1) Healthy and Prosperous Communities; 2) Educated, Capable, and Compassionate Island; 3) Sustainable Homes, Utilities, and Transportation; 4) Thriving Natural Resources; and 5) Sustainable Alliances. Cross-cutting elements are incorporated into all categories—climate action, resilience, public engagement, policy, and the core CHamoru values of respect, cooperation and treating others with kindness, generosity, and dignity.

Since September 2020, the working group has updated the framework to include additional goals and a prioritization of action items based on achievability related to available funding, capacity, and resources. Primary indicators were selected from the framework metrics to track progress towards the goals, which are displayed on the G3 Dashboard, an online open-data platform to provide accountability and ensure transparency on Guam's sustainability goals. These updates were presented during the G3 Biannual Meeting held on April 6th, 2021 and are included in this document.

Today recognizes the continuous efforts and progress of the G3 Working Group members in advancing Guam's collective commitments to the United Nation's Sustainable Development Goals. The United Nations emphasizes that we are in a critical 10-year window to act on the most significant global sustainability challenges before 2030. G3 is Guam's strategy to take local action to achieve global impact.

On this 28th day of May 2021, the updated G3 Action Framework is hereby signed into action.

The signature of Lourdes A. Leon Guerrero, Governor of Guam.
LOURDES A. LEON GUERRERO
Maga'hågan Guåhan
Governor of Guam

The signature of Joshua F. Tenorio, Lieutenant Governor of Guam.
JOSHUA F. TENORIO
Sigundo Maga'låhen Guåhan
Lieutenant Governor of Guam



GUAM GREEN GROWTH

Aligned with the 17 United Nations Sustainable Development Goals, the Guam Green Growth Initiative cultivates an ecosystem for transformative action to achieve a more sustainable, prosperous, and equitable future for our island.

The Guam Green Growth (G3) Initiative is the most comprehensive public-private partnership ever created to achieve a sustainable future for our island. The initiative develops tangible solutions to sustainability challenges and contributes to a green economy for the island region. In September 2019, Governor Lourdes A. Leon Guerrero and Lt. Governor Joshua F. Tenorio promulgated Executive Order 2019-23, creating an 80-member (now 99-member) G3 Working Group (G3WG) of government, academia, private sector, non-profit, and youth partners to transition Guam toward a sustainable future. The executive order assigned the facilitation of the G3 Working Group to the University of Guam Center for Island Sustainability.

While G3 drives local action, it also places Guam at the global forefront of leadership in island sustainability. In September 2019, Guam joined the Local2030 Islands Network as a founding member during the 74th United Nations General Assembly and Climate Week NYC 2019. Guam is now united with islands around the world in advancing the 17 United Nations Sustainable Development Goals (SDGs) through locally-informed and culturally driven strategies. Islanders are working with islanders to scale innovative, values-based, and resilient sustainability solutions. The network is co-chaired by the Hawai'i Green Growth Local2030 Hub and the Global Island Partnership.

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	

G3 CO-CHAIRS

Hon. Lourdes A. Leon Guerrero
Maga'hågan Guåhan
Governor of Guam

Dr. Thomas W. Krise
President of the University of Guam

STEERING COMMITTEE CO-CHAIRS

Hon. Joshua F. Tenorio
Sigundo Maga'låhen Guåhan
Lieutenant Governor of Guam

Dr. Austin Shelton
Director, UOG Center for Island Sustainability
and Sea Grant

STEERING COMMITTEE

Lola Leon Guerrero
Chief Planner
Bureau of Statistics and Plans

Vangie Lujan
Chairperson
Governor's Climate Change
Resiliency Commission

Melanie Mendiola
CEO and Administrator
Guam Economic Development Authority

Fran Castro
Associate Director
UOG Sea Grant

Dr. Mary Okada
President
Guam Community College

Melvin Won Pat Borja
Executive Director
Commission on Decolonization

Hon. Régine Biscoe Lee
Senator
35th Legislature

Hon. Melissa Savares
Mayor of Dededo

Melanie Brennan
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Trina Leberer
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The Nature Conservancy

Vince Arriola
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Guam Department of Public Works

Dr. Ricky Hernandez
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Brent Wiese
Chairperson
Guam Building Code Council

Rindraty Limtiaco
President
Pacific Daily News

Rebecca Respicio
Director
Guam Energy Office

Jonas Macapinlac
Director of Integrated Marketing
and Communications, UOG

FACILITATION AND PROCESS DEVELOPMENT

Lauren Swaddell
G3 Coordinator
UOG Center for Island Sustainability

Trina Leberer
Pacific Regional Partnerships Director
The Nature Conservancy

TACTAI
TÄTTE I MINAGOF TA
LINA'LA'-TA.
WE ARE STRONGER THAN WE THINK! WE MUST REGA
OUR FORMER FREEDOM.

CHIEF HURAO
1671



Inaugural Launch

Initial Guam Green Growth Working Members convene at the G3 launch on January 29, 2020 at the Guam Museum in Hagåtña.

G3 Action Framework

The G3 Action Framework is an ambitious 10-year plan to achieve a sustainable future for Guam. The 99 members of the G3 Working Group, representing all sectors of society, developed hundreds of goals, objectives, metrics, and action items to create the framework. The G3 Action Framework serves as an overarching strategy to guide and record government and civil society actions contributing to the sustainable future of the island. The goals and plans of 82 agencies, governing bodies, commissions, task forces, non-profits, and organizations were incorporated into the framework. G3 Working Group members identified gaps in coordination to achieve sustainability goals and included action items to address them. The G3 Action Framework is a living document to be adjusted and adapted over time, with updated versions being approved after each G3 Biannual Meeting.

The United Nations emphasizes that we are in a critical 10-year window to act on the most significant global sustainability challenges before 2030. With the backdrop of COVID-19 affecting economies, food systems, and the survival of our most vulnerable, G3 is an engine of solutions and innovation to help Guam build back better, fairer, and more resilient. G3 is Guam's strategy to take local action to achieve global impact.

Cross-cutting elements are incorporated into all categories—climate action, resilience, public engagement, policy, and the core CHamoru values of respect, cooperation and treating others with kindness, generosity, and dignity.

The G3 Action Framework is focused on five categories of action:



HEALTHY &
PROSPEROUS
COMMUNITIES



EDUCATED, CAPABLE
& COMPASSIONATE
ISLAND



SUSTAINABLE HOMES,
UTILITIES &
TRANSPORTATION



THRIVING NATURAL
RESOURCES



SUSTAINABLE
ALLIANCES

SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations Member States adopted the 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals designed to put the world on a path to a more sustainable, equitable, and prosperous future.



The necessity of implementing SDGs at local and regional levels to achieve the ambitious and unprecedented U.N. Agenda for Sustainable Development led to the establishment of the U.N. Local2030 Initiative in 2018 and the recognition of the Hawaii Green Growth Local2030 Islands Hub.

In 2019, Guam joined the Local2030 Islands Network as a founding member during the 74th United Nations General Assembly and Climate Week NYC 2019. Guam is now united with islands around the world in advancing the 17 United Nations Sustainable Development Goals through locally-informed and culturally-driven strategies.

GUAM GREEN GROWTH

In September 2019, Governor Lourdes A. Leon Guerrero and Lt. Governor Joshua F. Tenorio promulgated Executive Order 2019-23, creating the Guam Green Growth Working Group comprised of government, academia, private sector, non-profit, and youth partners to develop a 10-year plan to transition Guam toward a sustainable future. The executive order assigned the facilitation of the Working Group to the University of Guam Center for Island Sustainability.



On September 23, 2020, the G3 Action Framework was signed into effect by Gov. Leon Guerrero and Lt. Gov. Tenorio, commemorating both the one-year anniversary of the Local2030 Islands Network launch and the promulgation of Executive Order 2019-23. Adopting the G3 Action Framework in 2020 also marks Guam's start in the U.N. Decade of Action. The G3 Action Framework is focused on five categories of action—1) Healthy and Prosperous Communities; 2) Educated, Capable, and Compassionate Island; 3) Sustainable Homes, Utilities, and Transportation; 4) Thriving Natural Resources; and 5) Sustainable Alliances.



The G3 Working Group developed 122 goals across the 5 Categories of Action. To achieve these goals, they developed 3 to 5-year objectives and FY21-22 action items along with metrics to track progress. The G3 Action Framework is a living document to be adjusted and adapted over time to continue to improve Guam's path to achieving the G3 goals and respond to emerging issues.



Methodology

Development of the first iteration of the Guam Green Growth Action Framework document (September 2020) took place from January to September 2020. In January 2020, Governor Lourdes A. Leon Guerrero and Lieutenant Governor Joshua F. Tenorio initially appointed 80 G3 Working Group members comprised of government, academic, business, and civil society representatives to create and implement the G3 Action Framework. The G3 Working Group co-chairs, the G3 Coordinator, and the G3 Advising Facilitator designed the G3 Action Framework development process and meeting schedule and oriented the G3WG to the process. The 80 members were divided into eight teams. Seven teams addressed clusters of U.N. SDGs that were similar in focus, and one team was formed to facilitate public engagement and data collection once the framework was completed. Leads were designated for each of the 8 teams. Each team was tasked to develop a sub-framework for their focus area which would be part of the final G3 Action Framework. From February to March, the 8 teams held regular meetings to draft local goals, objectives, action items, and metrics to track progress. Each team member contributed to the development of the framework by linking existing plans from their agency or organization to those of others in their team. They also created new goals and actions to address gaps in coordination.

When the COVID-19 pandemic reached the island in March 2020, the G3WG members paused to address immediate concerns. The G3 Co-chairs, Coordinator, and Advising Facilitator met virtually to discuss the framework drafts and next steps before scheduling a reconvening meeting. Gaps in the framework were addressed and several members were added for a total of 99 members. In July, the entire working group reconvened virtually. The G3WG was restructured into 5 teams to facilitate more strategic collaboration between goals and action items. Each G3WG member received the draft frameworks from each original team and an updated draft that matched the focus of their new team including the work of the original teams. The reorganized teams met virtually from July to September to complete their team frameworks. The Team Leads submitted their final documents between late August to mid-September. The G3 Coordinator and Co-Chairs compiled and formatted all submitted goals, objectives, action items into one G3 Action Framework document for approval by the Governor and Lt. Governor.

On September 23, 2020 the G3 Action Framework was signed into effect by Gov. Leon Guerrero and Lt. Gov. Tenorio, commemorating both the one-year anniversary of the Local2030 Islands Network



launch and the promulgation of Executive Order 2019-23. Adopting the G3 Action Framework in 2020 also marks Guam's start in the U.N. Decade of Action.

Following the G3 Action Framing Signing Event, Lt. Governor Tenorio with the approval of Governor Leon Guerrero appointed the G3 Steering Committee. It is comprised of the Co-chairs and Vice Chairs of each G3 Working Group Team and is Co-chaired by the Lt. Governor and Dr. Austin Shelton, Director of the University of Guam Center for Island Sustainability and Sea Grant. The G3 Steering Committee was tasked to 1) coordinate strategic advancement of G3 goals; 2) identify priority and high impact opportunity action projects; 3) assist in data collection to track progress through the G3 Dashboard; 4) continually adapt and adjust the framework; 5) assist in developing progress reports for biannual G3 meetings chaired by the Governor.

On December 3, 2020, the G3 Steering

Committee concluded their review of the G3 Action Framework and planned the next steps for implementing the activities outlined in the framework. By the end of January, the G3 Working Group met to prioritize the most impactful G3 action items to be completed within the next two years based on availability of funding, capacity, and resources. The Steering Committee ensured that each Action Item had an Action Lead within the Working Group to monitor and facilitate progress on those activities.

On January 22, 2021, G3 partners, Hawai'i Green Growth and Esri, presented on the Aloha+ Challenge Dashboard and shared how G3 could adopt its own web-based dashboard to track the progress of the G3 goals. During the G3 Biannual Meeting on April 6, 2021, the G3 Dashboard was launched featuring primary indicators for each Category of Action, which will be built out in the following months with the support of Esri. A G3 website (www.guamgreengrowth.org) and social media accounts (@guamgreengrowth) were also launched during the Biannual Meeting.

With action items prioritized and a tracking system in place, the G3 Working Group will continue to implement the goals, objectives, and action items within the G3 Action Framework. The Working Group teams will continue to meet monthly or as needed to provide relevant updates to the Steering Committee. The Steering Committee will continue to meet monthly to assess progress and potential refinements that should be made to the Action Framework in order to achieve the G3 Goals. The next G3 Biannual Meeting will be held in September 2021.





G3 Implementation Projects

G3 Community Garden and Sea Grant Aquaculture and Aquaponics Project

To advance the Healthy and Prosperous Communities goal of investing in food systems resiliency capacity and increasing the productivity of local agricultural production systems, UOG CIS has partnered with Guåhan Sustainable Culture and UOG Sea Grant to implement the G3 Community Garden and Sea Grant Aquaculture and Aquaponics project. The garden will tentatively be located in Hagåtña to be easily accessible for the community to learn about food sovereignty and how to grow local produce. A small demonstration aquaculture system has been established at UOG with the intention to initiate similar systems in community centers and homes. Both projects will contribute to the local economy through the sale of produce and fish from the projects.

G3 Circular Economy Makerspace and Innovation Hub

To advance the Healthy and Prosperous Communities goal of establishing sustainable and profitable cottage industries that promote the circular economy, UOG CIS is working with a multitude of partners to launch and sustain the G3 Circular Economy

Makerspace and Innovation Hub. The makerspace and innovation hub will provide space, technologies, tools, curriculum, merchandising opportunities, and the professional and technical networks to create and market products that contribute to a thriving local circular economy. Partners include Guam EPSCoR, Department of Chamoru Affairs, UOG School of Business and Public Administration, Center for Entrepreneurship & Innovation, Guam Small Business Development Center, Guam Unique Merchandise and Arts, Guam Economic Development Authority, UOG Endowment Foundation, UOG Triton Store, Guam Community College Office of Workforce Development, and Guam Department of Revenue and Taxation.

G3 Island Beautification and Recycling Project

To advance the Sustainable Homes, Utilities, and Transportation goal of ensuring sustainable production, consumption, and disposal patterns, UOG CIS has partnered with the Islandwide Beautification Task Force, iRecycle, Department of Parks and Recreation, Department of Public Works, mayors, and Micronesia Islands Nature Alliance to install recycling and waste receptacles around the



island to reduce littering and divert recyclable materials from the landfill.

G3 Plastic Bag Ban Educational Outreach

To advance the Sustainable Homes, Utilities, and Transportation goal of greatly reducing the use and distribution of single-use plastics, UOG CIS has partnered with Guam Environmental Protection Agency and the Islandwide Beautification Task Force to work together on an educational outreach project to assist businesses and individuals in complying with the Mungnga Ma Ayek Act, also known as the Plastic Bag Ban (Public Law No. 35-130). G3, in close coordination with GEPA, will create outreach materials and provide engagement data to the agency to improve compliance and enforcement strategies. An outreach and social marketing campaign will be developed to educate the business sector and local community about the disposable carryout bag ban and to encourage a transition away from single-use plastic bags.

G3 Conservation Corps

To advance the Thriving Natural Resources goal of increasing conservation outreach and awareness amongst the Guam population, UOG CIS and Guam EPSCoR have developed the G3 Conservation Corps. Over a five month period, a full-time team of twelve G3 Conservation Corps crew leaders and supervisors will implement

activities, including the cleaning of public areas, identification and removal of illegal dumpsites, general sorting of recyclables, sorting and preparation of plastic waste as feedstock for plastic recycling machines, removal of invasive species, seed collection and tree planting, and increasing energy efficiency of public buildings.

G3 Commitment and Individual Actions Make (IAM) G3 Campaign

To advance the Sustainable Alliances goal of having a diverse cross-section of Guam's community being active participants in advancing the G3 goals and sustainable development, UOG CIS has partnered with UOG School of Business and Public Administration, the Mayors Council of Guam, the Island Sustainability Community Advisory Board, Guam Chamber of Commerce, and Guam Women's Chamber of Commerce to launch the G3 Commitment. The G3 Commitment will provide an opportunity for businesses, non-profit organizations, educational institutions, and community groups to earn badges based on their efforts to achieve the 17 UN SDGs in their operations, promoting sustainable development in the community. The Individual Actions Make (IAM) G3 Campaign will engage and mobilize the public to be active participants in individual and collective actions to advance the UN SDGs and the G3 goals in their everyday lives.





GUAM GREEN
GROWTH

G3 WORKING GROUP UPDATES AND REPORTS

FROM THE G3 BIANNUAL MEETING (APRIL 6, 2021)



HEALTHY & PROSPEROUS COMMUNITIES

Overview: Guåhan in CHamoru means “a place that has,” signifying an abundance of resources. However, Guam currently imports over 90% of what we consume. Achieving sustainable development would be impossible without a healthy community that can meet its basic needs. Reducing poverty and hunger, addressing our health and well-being, and innovating ways to promote local industries are essential for a healthy and prosperous community.

Main Actions: Increasing food security and accessibility to local, nutritious food (community gardens, sustainable agriculture, and aquaculture); Creating an environment for innovative cottage industries that can help us reduce reliance on imports and reduce waste generation.



Working Group Members:

- **Lola Leon Guerrero** (Team Co-chair), Bureau of Statistics and Plans
- **Melanie Mendiola** (Team Co-chair), Guam Economic Development Authority
- **Mike Aguon**, Southern Guam Soil and Water Conservation District
- **Terry Aguon**, Department of Public Health and Social Services
- **Therese C. Arriola**, Guam Behavioral Health and Wellness Center
- **Peter Barcina**, UOG Cooperative Extension & Outreach
- **Diana Calvo**, Catholic Social Services
- **Michelle Crisostomo**, Guåhan Sustainable Culture
- **Monica Guzman**, Guam Unique Merchandise and Arts
- **Dr. Margaret Hattori-Uchima**, UOG School of Health
- **Chelsa Muna-Brech**, Guam Department of Agriculture
- **Taylor Pangilinan**, Guam Visitors Bureau
- **Chauntae Quichocho**, Guam Youth Congress / G3 Youth Ambassador
- **Dr. John Rivera**, UOG School of Business and Public Administration
- **Dr. Annette T. Santos**, UOG School of Business and Public Administration
- **Llewelyn R. Terlaje**, Office of Senator Joe S. San Agustin
- **Michelle Voacolo**, Micronesia Climate Change Alliance



Updates and results since September 2020:



Guam Department of Public Health and Social Services now purchasing local produce



Increased grant funding for agriculture and aquaculture projects and initiatives



Introduced Bills 62 & 63: Criminalize Crop Theft and Bona Fide Buyer Certificate



Expanded substance use disorder treatment services
Design and Programming Concept for Drug & Alcohol Treatment and Rehabilitation Facility completed
Fisherman's Co-op project restarted after 2 years of no activity



Launched social media campaign to reduce tobacco usage



Added high priority goals: 1) COVID-19-Free Guam Community and 2) Women's Health
Increased human capacity in the areas of agriculture with three new hires and in health with at least 30 individuals trained

Expected results by September 2021: To advance goals in Good Health and Wellbeing, continue increasing the awareness & education to reduce tobacco usage; encourage worksite wellness in Government of Guam agencies; initiate construction of the Lighthouse Recovery Center for Women, and devote capital to treatment programs for substance abuse. For goals that address zero hunger, no poverty, and workforce development, continue to organize efforts to fund and sponsor programs in aquaculture and agriculture; implement more broad range soil and water conservation practices; support farmers and producers with public resources and credited training; and streamline the food permitting process.



EDUCATED, CAPABLE & COMPASSIONATE ISLAND

Overview: Before members of our community can provide for themselves and contribute to our island, they must be equipped with the knowledge and tools to do so. Education, workforce development, and encouraging equitable and respectful treatment of all members of our society will facilitate progress towards the goals of each person and our island.

Main Actions: Improving graduation rates; Developing supplemental curriculum and service-learning opportunities that focus on the locally relevant topics related to the SDGs; Improving accessibility to education and workforce development trainings.



Working Group Members:

- **Dr. Mary Okada** (Team Co-chair), Guam Community College
- **Hon. Régine Biscoe Lee** (Team Co-chair), 35th Guam Legislature
- **Melanie Brennan** (Team Vice Chair), Guam Department of Youth Affairs
- **Juanita C.V. Blaz**, Island Girl Power
- **Dr. Anita Borja Enriquez**, University of Guam
- **Jon Calvo Jr.**, Office of the Governor of Guam
- **Moñeka De Oro**, Micronesia Climate Change Alliance
- **David Dell'Isola**, Guam Department of Labor
- **Christianna Ebio**, UOG AmeriCorps / G3 Youth Ambassador
- **Jon Fernandez**, Guam Department of Education
- **Jayne Flores**, Bureau of Women's Affairs
- **Dr. Juan Flores**, Guam Catholic Schools
- **Mercy Gilniy**, Heirs to Our Oceans / G3 Youth Ambassador
- **Dr. Herbert Johnston**, Guam Contractors Association Trades Academy
- **Dr. Thomas W. Krise**, University of Guam
- **Helen Nishihira**, iLearn Academy
- **Carissa Pangilinan**, Guam Behavioral Health and Wellness Center
- **Danielle Rosete**, Superior Court of Guam
- **Samantha Taitano**, Mañelu
- **Gerard Toves**, Guam Department of Labor
- **Vanessa Williams**, Guam Women's Chamber of Commerce
- **Dr. Judi Won Pat**, Guahan Academy Charter School



Updates and results since September 2020:



Added representatives from the Guam Behavioral Health and Wellness Center to our team to address the goals that align with the Compassionate aspect



Launched the Guam One Stop Data Village (GOSDV), providing the framework for a longitudinal data system for education
Initiated the development of the University of Guam Island Sustainability Program



Added a new subcategory entitled, "Peace, Justice, and Equality"

Expected results by September 2021: To advance broad education goals, continue to meet with team on a monthly basis and invite additional representatives to support with completing action tasks; form partnerships; and make progress on a data collection and management system. For skill training and job preparedness, gather information on the modernization of business practices throughout the education system in response to COVID-19; support training programs on trade skills; and upscale the workforce with industry credentials. Lastly, to make progress on sustainable education facilities, identify the cost savings with the expansion of solar energy platforms.



SUSTAINABLE HOMES, UTILITIES & TRANSPORTATION

Overview: Our homes protect our families, our utilities ensure we can be healthy, hygienic, and comfortable, and our transportation helps us access our needs. Improving our infrastructure yields benefits to our lives and our environment. Safe, resilient, and sustainable homes, electricity, water, and transportation should be accessible to the entire population. Efficient utility supply and transportation systems reduce waste and saves money in the long run. We must strive to sustainably produce, consume, and dispose of goods to minimize impacts to the environment.

Main Actions: Improving and greening public transportation; Increasing renewable energy; Improving water quality standards and delivery; Reducing our island's waste.



Working Group Members:

- **Vince Arriola** (Team Co-chair), Guam Department of Public Works
- **Brent Wiese** (Team Co-chair), Guam Building Code Council
- **Rebecca Respicio** (Team Vice Chair), Guam Energy Office
- **Celestin Babauta**, Guam Regional Transit Authority
- **George Bamba**, Government of Guam
- **Miguel Bordallo**, Guam Waterworks Authority
- **Lasia Casil**, Hagåtña Restoration and Redevelopment Authority
- **Larry Gast**, Guam Solid Waste Authority
- **Hon. Robert Hofmann**, Mayor of Sinajana
- **Dr. John Jenson**, UOG Water and Environmental Research Institute
- **Dr. Jeff Johnson**, Public Utilities Commission
- **Beatrice Limtiaco**, Guam Power Authority
- **Cathleen Moore-Linn**, Research Corporation of the University of Guam
- **Michelle Razo Lastimoza**, Guam Environmental Protection Agency
- **Rory Respicio**, Port Authority of Guam
- **Javan Santos**, Guam Youth Climate Strike / G3 Youth Ambassador
- **Bas Schils**, Guam Youth Climate Strike / G3 Youth Ambassador
- **Conchita Taitano**, Zero Waste Initiative
- **Ray Topasna**, Guam Housing and Urban Renewal Authority
- **Jeff Voacolo**, Micronesia Renewable Energy



Updates and results since September 2020:



Coordinated with U.S. Environmental Protection Agency to better understand and implement the Municipal Separate Storm Sewer System (MS4) permit process



Guam Regional Transit Authority received \$9.5 million for an Islandwide Electrification Plan as a roadmap for electric vehicles on island.



Tropical Energy Building Code became law in January 2021



Completed draft plan for the conversion from septic tanks to an islandwide wastewater system
Completed draft mapping of all stormwater facilities on island



Guam Department of Public Works established long-term participation in the Judiciary of Guam's Community Service Program

Expected results by September 2021: To advance goals in Infrastructure & Buildings and Housing, provide training for government agencies on the new and updated building codes; complete assessment on all substandard housing; hire an MS4 Administrator; and initiate public outreach efforts on the importance of stormwater drains and anti-litter campaigns. For advancing goals pertaining to water, complete the installation of an "Outfall Diffuser" as part of the Northern District Wastewater Treatment Plant upgrade to comply with federal requirements. To continue providing sustainable transportation, new buses for public transportation will be purchased through GRTA and a new GRTA Administration and Maintenance facility will be designed at the DPW compound.



THRIVING NATURAL RESOURCES

Overview: Pacific Islanders have a rich history of sustaining ourselves from the land and ocean. Unsustainable development, overfishing, erosion, coral bleaching, climate change, and other threats to our environment put our island's natural resources at risk. Developing long term plans to sustainably use and manage our marine and terrestrial ecosystems will ensure we have a livable island for generations to come. Taking urgent action to address climate change will make us resilient to stronger storms, droughts, and other impacts.

Main Actions: Achieving the goals outlined in the Micronesia Challenge 2030 commitments; Protecting and effectively managing our fisheries; Ramping up watershed restoration and forest conservation; Fostering climate aware and resilient communities.



Working Group Members:

- **Vangie Lujan** (Team Co-chair), Governor's Climate Change Resiliency Commission
- **Fran Castro** (Team Co-chair), UOG Sea Grant
- **Heidi Ballendorf**, Tourism Education Council
- **Ian Catling**, Department of Parks and Recreation
- **Jesse Cruz**, Guam Environmental Protection Agency
- **Kyle Dahilig**, UOG Green Army / G3 Youth Ambassador
- **Else Demeulenaere**, UOG Center for Island Sustainability
- **Christine Fejeren**, Department of Agriculture (Forestry)
- **Jay Gutierrez**, Department of Agriculture (DAWR)
- **Julie Hartup**, Micronesian Conservation Coalition
- **Patrick Keeler**, Bureau of Statistics and Plans
- **Dr. Romina King**, Governor's Climate Change Resiliency Commission
- **Walter Leon Guerrero**, Guam Environmental Protection Agency
- **Patrick Lujan**, State Historic Preservation Office
- **Sandra Okada**, Traditions Affirming our Seafaring Ancestry
- **Jose (Pep) Quinata**, Department of Public Works
- **Dr. Laurie Raymundo**, UOG Marine Lab
- **Edwin Reyes**, Guam Coastal Management Program
- **Brent Tibbatts**, Department of Agriculture (DAWR)
- **Dr. Lee Yudin**, UOG College of Natural and Applied Sciences



Updates and results since September 2020:



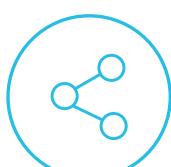
Revived the watershed planning committee led by Guam Environmental Protection Agency



Started restoration and conservation work in the Ugum Watershed using the awarded grants of \$231,000



Completed the draft of the Forest Action Plan
Started the Us for Guam – youth environmental network
Initiated working groups for the Fishery Management Plan



Launched NeMO-Net game in partnership with NASA to engage community in coral identification

Expected results by September 2021: To advance goals in Life on Land and Life Below Water, complete the Guam Forest System Plan and the Manell-Geus watershed management plan; initiate discussion on the Tumon watershed management plan; initiate work on the Habitat Conservation Plan; and complete the Fishery Management plan. To encourage participation in Climate Action, complete the first project of the Citizen Forest Program; increase the number of rain gardens in the community through the support of the University of Guam Center for Island Sustainability program; and work in partnership with the University of Guam, Bureau of Statistics and Planning, and PBS University to launch educational science programming on TV and social media. Lastly, to secure funding for a vulnerability assessment through PI-CASC and nature-based solutions (i.e. agroforestry).



SUSTAINABLE ALLIANCES

Overview: Achieving these ambitious sustainable development goals by 2030 would be impossible if done without alliances. Aligning our efforts with local, regional, international, and global partnerships can help us accelerate reaching our goals. We can learn from the achievements of others and share our successes with those who are still joining the path. We will be doing our part to address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. Although we are one small island in the Pacific, we can have a big impact and we are stronger together.

Main Actions: Become more engaged in local, regional, international, and global partnerships and forums in order to enhance our efforts to have a more sustainable, equitable, and prosperous future.



Working Group Members:

- **Melvin Won Pat Borja** (Team Co-chair), Commission on Decolonization and Department of CHamoru Affairs
- **Hon. Melissa Savares** (Team Co-chair), Mayor of Dededo
- **Trina Leberer** (Team Vice Chair), The Nature Conservancy Pacific Division
- **Dr. Nicole Danraj**, University of Maryland University College
- **Brianna Duenas**, University of Guam Student / G3 Youth Ambassador
- **Sen. Sabina Flores Perez**, 36th Guam Legislature
- **Nolan Flores**, Commission on Decolonization / Guam Youth Congress
- **Dr. Ken Gofigan Kuper**, UOG College of Liberal Arts and Social Sciences
- **Cliff Kyota**, UOG 4-H
- **Sarah Thomas-Nededog**, Payu-Ta
- **Vera Topasna**, Guam Military Build-up Office



Updates and results since September 2020:



Maintained partnership with the Local2030 Islands Network to include representation of Guam at various international virtual forums and meetings by the Governor and Lt. Governor of Guam
Collaborated with Hawai'i Green Growth, Esri, and Guam Office of Technology to launch Guam Green Growth Dashboard



Completed developing and synthesizing goals into four focus categories
Determined the prioritization of action items

Expected results by September 2021: To advance goals in continuing to build and maintain partnerships, complete a draft of regional and international organizations engagement report as proof of Guam's representation (i.e. Regional Seminar, C-24, 4th Committee, Indigenous Forum, UNPO, IACHR, UN Special Rapporteurs); draft a Regional Solidarity Statement through the Executive Branch and 36th Guam Legislature; and collaborate with Hawai'i Green Growth and ESRI in further developing Guam Green Growth dashboard to include more data and narratives.



DATA & PUBLIC ENGAGEMENT

Overview: The sustainable development goals in the G3 Action Framework were designed with transparency and the community in mind. In order to track our progress, the G3WG selected several metrics to measure the success of each goal which will be displayed on the G3 Dashboard, also linked on the G3 website. We hope that by communicating the importance of the SDGs and our local efforts to achieve these goals will encourage every member of the community to strive to help our island meet our goals. Just as we have been inspired by our partners in the Local2030 Islands Network, we hope to promote green growth initiatives across the world.



Working Group Members:

- **Dr. Ricky Hernandez** (Team Co-chair), Guam International Airport Authority
- **Rindratty Limtiaco** (Team Co-chair), Pacific Daily News
- **Jonas Macapinlac** (Team Vice Chair), UOG Integrated Marketing and Communications
- **Sandy Flores**, Sorensen Media Group
- **Cara Flores Mays**, Duk Duk Goose, Inc.
- **Kyle Mandapat**, UOG Center for Island Sustainability
- **Nicole Nelson**, Office of Technology
- **Krystal Paco-San Agustin**, Office of the Governor
- **Tyrone Taitano**, Bureau of Statistics and Plans



Updates and results since September 2020:



Developed and launched strategic community engagement via following online assets:

- G3 website: www.guamgreengrowth.org
- G3 social media:
 - Instagram: www.instagram.com/guamgreengrowth
 - Facebook: www.facebook.com/guamgreengrowth
 - LinkedIn: www.linkedin.com/company/guamgreengrowth
- G3 Dashboard: www.g3dashboard.guam.gov

SDG Dashboard

Håfa adai!

Aligned with the **17 United Nations Sustainable Development Goals** (SDGs), the Guam Green Growth Initiative cultivates an ecosystem for transformative action to achieve a more sustainable, prosperous, and equitable future for our island.

Explore the G3 Dashboard to see islandwide progress on the G3 Categories of Action and Guam's contribution to the global SDGs.

Categories of Action	Sustainable Homes, Utilities, and Transportation	Our homes protect us and our families, our utilities ensure we can be healthy, hygienic, and comfortable, and our transportation helps us access our needs
Healthy and Prosperous Communities		
Educated, Capable, and Compassionate Island		
Sustainable Homes, Utilities, and Transportation	G3 Indicators	Our homes protect us and our families, our utilities ensure we can be healthy, hygienic, and comfortable, and our transportation helps us access our needs
Thriving Natural Resources	Electric vehicle rebates Total petroleum sales for ground Average residential power Guam's energy from Gas prices Regular, USD	Our homes protect us and our families, our utilities ensure we can be healthy, hygienic, and comfortable, and our transportation helps us access our needs
Sustainable Alliances	3 81,093.3 11,255 6% \$3.6	Our homes protect us and our families, our utilities ensure we can be healthy, hygienic, and comfortable, and our transportation helps us access our needs
	Indicator Indicator Chart Indicator Indicator In...	
	Homeless residing in shelters Weatherized homes 2020 Typhoon-ready homes Number of Floods 2019	
	14.9% 30 Researching 0	

Expected results by September 2021: To continue implementing the community engagement strategy with an active social media presence, adding additional content to the G3 website, and building out the G3 Dashboard with more metrics and data visualizations.



G3 YOUTH AMBASSADORS

Overview: G3 aims to represent of all walks of life in Guam, including the youth. G3 Youth Ambassadors serve as representatives in the G3 Working Group to ensure youth values are incorporated into each Category of Action in the Framework, and serve as mobilizers of engagement, action, and change in the community.

Youth Ambassadors:

- **Kyle Dahilig** (Team Chair), UOG Green Army
- **Chauntae Quichocho**, Guam Youth Congress
- **Christianna Ebio**, UOG student / AmeriCorps
- **Mercy Gilniy**, Heirs to Our Oceans
- **Bas Schils**, Guam Youth Climate Strike
- **Javan Santos**, Guam Youth Climate Strike
- **Nolan Flores**, Commission on Decolonization
- **Brianna Duenas**, UOG Student

Updates and results since September 2020:



To increase youth engagement and unity in climate action, established a new youth environmental network, Us for Guam, consisting of 8 member organizations that represent about 100 Guam public high schools, island youth organizations, non-profits, and small businesses

Conducted a workshop to raise awareness on Public Law 43-110 Plastic Bag Ban and promote alternatives with a no-sew T-shirt bag activity

Expected results by September 2021: To advance goals through youth engagement, continue to build capacity and increase Guam Green Growth Youth Ambassador membership with representatives from each village and to identify and expand on more opportunities for collaboration with village mayors and the youth.



G3 ACTION FRAMEWORK WORKING DOCUMENT

Guam Green Growth Action Framework

Zero Hunger							
Category of Action	Healthy and Prosperous Communities						
Team Chairs	Co-chairs: Lola Leon Guerrero (BSP), Melanie Mendiola (Melanie Mendiola's proxy), and Jennifer Calvo-Guzman (Mike Aguon's proxy)						
Team members	Michelle Crisostomo, Dr. Margaret Hattori-Uchima, Diana Calvo, Chelsa Munia-Brecht, Mike Aguon, Erica Pangilinan (Mike Aguon's proxy), Therese C. Arriola, Terry Aguon, Peter Barcenas, Monica Guzman, Michelle Voacolo, Taylor Pangilinan, Dr. John Rivera, Dr. Annette T. Santos, Llewelyn Terlaje, Chauntae Quichocho						
Last update	March 25, 2021; Goals HPC 2.9 and HPC 2.10 were incorporated						
Subcat.	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
HPC 1.1 Food system big data and linked data to food policies	Establish and maintain clearing house of information on Food System development and Reporting	Review data collection methods and recommend pilot data reporting system	Number of Jobs created	Pete Barcenas	All Ag Development Cooperators	Low	
HPC 1.2 Address food system existing barriers that impact government supportive services and programs that impact food systems productivity and competitiveness.	Establish a food system permitting, reporting and resource support one-stop program.	Develop a Food Systems Asset and Resources Map.	Food System Website and Resource established.	Pete Barcenas	All Ag Development Cooperators	Med.	
		Develop pilot proposal for consolidation related food systems reporting requirements that offer both manual and online services; Have a meeting with Dept. of Agriculture, Dept. of Revenue and Taxation, and GEPA to ensure a streamlined process is understood across the 3 relevant agencies	Identifying and reducing reporting and permitting bottlenecks in required government food systems documentation and services.	Chelsa Muna Brecht and Michelle Crisostomo		High	
		Promote food systems and production alliances between government and industry.	Sponsor workshops, seminars and local/regional conferences to promote awareness and interest into supporting and understanding opportunities and challenges of Guam's food system.	Melanie Mendiola		Low	
HPC 1.3 Support and enhance collaborative food security research and development with industry partners and cooperators.	Increase the number of new farmers with sustainable and stable farms incorporating innovative, progressive techniques centered on sustainability	Sponsor workshops, seminars and local/regional conferences to promote awareness and interest into supporting and understanding opportunities and challenges of Guam's food system.	Ag Innovation and prosperity Centers established	Peter Barcenas	All Ag Development Cooperators	Med.	
HPC 1.4 Develop food systems agripreneur apprenticeship programs	Pilot next generation farmer cohorts for targeted food systems development actions.	Conduct inventory of manpower development programs and resources that support new sectorial development initiatives.	Number of Ag producers participating across all food system programs.	Melanie Mendiola	DOL, UOG, GCC	High	
	Promote Ag workforce development initiatives focusing on recruitment and retention of traditional and non-traditional farm operators	Obtain land, arrange leases, train farmers, identify crops to start	Number of land leases completed and improved program participation reporting.	Chelsa Muna Brecht	All Ag Development Cooperators	High	

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	HPC 1.5 Invest in building appropriate food systems resiliency capacity by increasing the productivity of local agricultural production	Promote joint strategies and actions supporting agricultural and natural resource management practices.	<p>Develop program proposals focusing on building capacity for agriculture and aquaculture across all areas of interest.</p> <p>Coordinate food system policies with regional leadership forums.</p> <p>Implement G3 Community Garden – secure location; identify entity to operate garden; secure funding and partnerships to operate garden; develop plan to sell and distribute garden produce</p> <p>Implement Sea Grant Aquaculture Project – secure aquaculture and aquaponics location; hire aquaculture expert to operate and maintain the system; ensure funding and partnerships are secured to operate aquaculture and aquaponics system; develop plan to sell and distribute fish</p>	<p>Number of new farmers who become certified with Department of Agriculture</p> <p># of islands trading in food system</p> <p>Pounds of produce grown; # of people using garden/receiving food from garden</p> <p>Pounds of fish raised; # of people receiving food from the aquaculture and aquaponics project</p>	Erica Pangilinan Austin Shelton and Michelle Crisostomo Austin Shelton and Fran Castro	Med. Low High	

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	HPC 2.2 Decrease road accident mortality	Reduce the number of traffic fatalities by 16.6% from 24 to 20	Enforce existing laws and regulations Conduct multilingual outreach – obey the speed limit, yield to pedestrians and cyclists, wear seatbelts, avoid drunk driving, and use child restraints Increase the number of GPD checkpoints Continue to fund GPD Impaired Driving projects	CY 2020 total number of traffic fatalities is 14 Target = 15 Baseline = 16 Source: DPW – Online State Crash Analysis Reporting System (OSCAR) and GPD – Crash Reporting System (CRS) (Metric updated 3/17/21)	Vince Arriola	https://www.hsts.aog.gov/sites/nhtsa.dot.gov/files/documents/Lquar_fy2021sp.pdf	High
	HPC 2.3 Reduce the animal overpopulation crisis	Spay and neuter at least 75% of dogs on island	Establish and fund a sustainable, low-cost spay and neuter clinic(s) at GAIN or other facilities	Islandwide assessment # of dogs; # of animals spayed/neutered	Lola Leon Guerrero		Med.
	HPC 2.4 Reduce obesity and the risk of chronic disease	Decrease the percentage of adults ages 18 years and older with obesity (among all adults) from 29.8% baseline to 25%	Adopt policies and implement practices to reduce consumption of sugary drinks, i.e., increase tax on and limit access to sugary drinks, promote access and consumption of healthy beverages, differential pricing of sugary drinks to reduce cost of healthy beverages Implement worksite-based physical activity policies, programs, or best practices through multi-component worksite physical activity and/or nutrition programs; environmental supports or prompts to encourage walking and/or taking the stairs; structured walking-based programs focused on physical activity with goal-setting, activity monitoring, social support, health promotion, counseling, and information	Target: 25% Baseline: 29.8% Source: Behavioral Risk Factor Surveillance Survey Baseline (Youth): 23.0% Source: 2017 Youth Risk Behavior Survey Baseline (Adult): 29.8% Source: 2018 Behavioral Risk Factor Surveillance Survey	Terry Aguron	DPHSS NCD / Nutrition Action Team (NAT)	Med.
	HPC 2.5 Promote human nutrition science education and capacity building	Support research based initiatives that contribute to consumer informed decision-making	Implement and/or promote community walking, wheeling, or biking programs, joint use agreements with schools and community facilities, increased park and recreation facility safety and decreased incivilities, new or upgraded park or facility amenities or universal design features; supervised activities or programs with onsite marketing, community outreach, and safety education	Collaborate with UOG Cooperative Extension Programs in Human Nutrition, Food Safety and Family and Consumer Sciences.			Low
				Number of programs implemented, research publications, reports and grants funded	Peter Barcinas, University of Guam C&O	DPHSS	High

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	HPC 2.6 Reduce tobacco use	Reduce the prevalence of tobacco use among adults and high school students by 20%	Continue existing outreach efforts	Baseline: Adults – 25.1% in 2016; High School Students – 13.2% in 2017 Target: Adults – 20%; High School Students – 10.56% (Source: DPHSS)	Terry Aguon and Theresa Arriola	DPHSS, GBHWC, GDOE, Medical Clinics	Med.

Subpart	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items		Metrics	Action Lead	Partnerships	Priority Level
			Action	Description				
HPC 2.7 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.		Strengthen the prevention and treatment of substance abuse to include opioid and prescription drug misuse	Increase outreach efforts to the community by partnering with medical mobile outreach	Provide training on mental health first aid to community partners and organizations	Baseline - # of individuals that received substance abuse and opioid and prescription drug misuse treatment and/ or interventions	Teresa Arriola	Lighthouse, Oasis, Sanctuary, media, legislature	High
		Increase pool of certification substance abuse treatment specialists	Provide training on mental health first aid to community partners and organizations	Increase pool of certification substance abuse treatment specialists	GCC			High
			Expand substance abuse treatment; add day treatment	Increase GBHWC funding source for their treatment program				High
			Prepare and process an MOU between Tohge and GRMC emergency and GMH emergency room for the Peer Recovery Warm Line	Baseline: 0 Target: Implementation of Peer Recovery Warm Line	Theresa Arriola, GBHWC	TOHGE, GMH, GRMC		High
		Improve access to comprehensive Substance Use Treatment, to includes Medically Assisted Treatment-MAT services through our Partnership with TOHGEs through the Peer Recovery Warm Line	Provide screening brief intervention and referral to treatment	Source: GBHWC				High
			Identify and apply for additional federal funding for this effort	Baseline for Bed Space: 15 men, 12 women, 10 youth (2020)	Theresa Arriola, GBHWC	DYA, Lighthouse, Oasis, Sanctuary		High
			Open a Level 3.7 Withdrawal Management Unit at GBHWC to provide 16 beds	Target: 30 for men, 24 for women	Source: GBHWC			High
		Expand the substance use disorder treatment services by increasing the bed space in residential treatment facilities for men and women, and maintain the youth bed space (10 beds)	Implement the program; hire staff for the program; and secure local funds to sustain the program beyond the one year funding	Target: implement 3.7 Withdrawal Management to serve 16 beds; Source: GBHWC	Theresa Arriola, GBHWC	DOC		Low
			Conduct literature review and research on implementing mental health and substance use treatment at DOC	Target: RSAT - 16 beds; Level 1 outpatient - 1; Level 2 intensive outpatient treatment for regular population - 1; and Level 0.5 education to detainees - 1	Theresa Arriola, GBHWC			High
			Obtain Technical Assistance for implementing drug and alcohol services at DOC		Theresa Arriola, GBHWC			High
		Identify the certified drug and alcohol counselors that will provide these services at DOC	Partner with GHRA to identify funding for a home and rehab of home for a women sober living home	Baseline for Sober Living home: 0 Target: 2	Ray Topasna	Lighthouse Recovery		High
HPC 2.8 Expand current substance use disorder treatment services by adding more bed space in residential treatment facilities		Increase retention and continued recovery support services by Implementing Recovery Homes (Sober Living Homes)	Work with the Legislature to provide information and technical assistance in drafting law to create a scholarship program to increase the pool of certified drug and alcohol counselors in Guam	Baseline: 35 certified drug and alcohol counselors	Theresa Arriola, GBHWC			High
		Increase the number of certified drug and alcohol counselors from 35 to 70	Target: 70 certified drug and alcohol counselors					High

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	HPC 2.9 COVID-19 Free Guam Community (Goal added 3/25/21)	To achieve Herd Immunity by the end of 2021.	Work with VAPPC (Vaccine and Antiviral Prioritization Planning Committee) drive equity throughout the island using a vaccination campaign to create as many venues as needed for access to vaccinations with a focus on hard to reach and high risk populations.	123,059 (16+) 2021 GU Population Projection US Census Bureau	Terry Aguon	DPHSS BIED, Village Mayors, GUNG, UOG, Public & Private Clinics,	High
	HPC 2.10 Elevate conversations about sexual health and choice that cultivate a culture of respect for all, especially women, children, and marginalized communities. (Goal added 3/25/21)	1) To have a reproductive health clinic that offers free or affordable birth control options, STD testing and treatment, mammograms, pap smears, reproductive choice options, and that addresses other health issues facing the women in our community. 2) To decrease the instances of sexual assault.	1) Work with Planned Parenthood or another private foundation to develop a clinic model for Guam. 2) Identify possible sustainable funding sources and private partners. 3) Work with GDOE Non-Profit Organizations, and Community Groups to give presentations on respect, consent, sexual health, and period poverty.	number of meetings with PP or other organizations about clinic models; funding sources; number of presentations given at schools and community centers; number sexual assault incidences on island	Jayne Flores	Island Girl Power, Farmalao'an Rights, GDOE, Mane'lu	High
	HPC 3.1 Provide universal access to safe, inclusive and accessible, green public spaces, in particular for women and children, older persons with disabilities.	Create an "Islandwide Green Map" which illustrates green spaces around the island.	Convene parties with oversight on public spaces i.e., Mayor's Council of Guam, the Dept. of Parks and Recreation, and others to propose map creation and approach.	Creation of the "Islandwide Green Map" by 2022.	Melanie Mendiola and Chelsea Munar-Brech	MCOG, GEDA, CIS, DPR, Department of Agriculture, and other entities with oversight over public lands.	Low
	HPC 3.2 Private business build resilience into their infrastructure, supply chain, and loss of income due to climate change impacts.	Private businesses are provided with a "resiliency toolkit" which identifies best practices for businesses to adopt to increase their resiliency against economic and environmental shocks.	Identify funding for inaugural map creation.	Budget creation and review by partners.	Melanie Mendiola		High
	HPC 3.3 Guam will have a diverse industry portfolio adhering to the highest levels of sustainability through their practices in local workforce development, responsible resource use, and environmental stewardship.	Determine what it means for an industry to be sustainable – specifically the following: tourism, military, agriculture, aquaculture, and telecommunications.	Finalize annual review process and procedures to include public review and comment period, outreach plan, annual updates, and programming resources towards making public spaces accessible to the community.	Creation and Adoption of SOPs by partners.			Low
	Decent Work and Economic Growth						

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	HPC 3.4 An ecosystem for innovation will exist.	Guam's entrepreneurs and innovators have a virtual center to obtain knowledge, skills, and resources to launch businesses. Increase the number of e-commerce small businesses, internet service businesses, and sole proprietorships who make a living through the internet.	Develop website for startups to obtain knowledge, skills, and resources to get their businesses off the ground & funding resources. Attempt to identify the number of individuals making a living through the internet - determine baseline. Develop a workforce action plan so startups have access to a diverse and vibrant talent pool. Development of training material.	Creation of a website or housed within GEDA website. # of businesses reporting e-commerce activity or virtual work environment. # of individuals in technology reported by the US DOL for Guam. Creation of workshops and resources made available through SBPA	Melanie Mendiola and Monica Guzman	DOL, GEDA, UOG, SBDC, GUMA, GHRA, Local Chambers of Commerce, other trade organizations (Contractors' Association)	Med.
	HPC 3.5 Establishment of sustainable and profitable cottage industries ranging from plastic waste processing through to metal working, wood working textiles, weaving, etc.	Cottage industry training in entrepreneurship development and micro-industries business management. Upgrade the skills base of people actively involved in micro-enterprise activities. Develop cost/benefit analysis (CBA) of cottage industries Legislation creation to encourage cottage industries such as making exceptions to EPA permits and tax incentives Sustain and expand the G3 Circular Economy Makerspace and Innovation Hub, ie. ensure funding and partnerships are secured	Identify 1) cottage industries and processes, and 2) vulnerable communities that may benefit from resulting activities/products. Identify gaps in EPA permits	Creation of workshops and resources Publish CBA on SBPA website	Monica Guzman and Melanie Mendiola	UOG CIS	Med.
			Launch G3 Circular Economy Makerspace and Innovation Hub – research makerspace models, technologies, and equipment; conduct listening sessions; acquire location at CHamoru Village. Initiate an effective cross-program curriculum to provide assistance with business establishment, expansion, and development. Introduction of a G3 store, physical and online, to provide 1) businesses an outlet to incubate and have a place to test their products, merchandising, and marketing, and 2) existing circular economy and sustainability focused items made and found in our region.	# of makers using Hub; # of participants that go through the cross-programs curriculum, # of businesses transitioning into the G3 Store.	Austin Sheldon	Guam EPSCOR, DCA, UOG SBPA, Center for Entrepreneurship & Innovation, Guam Small Business Development Center, GUMA, GEDA, UOG Endowment Foundation, UOG Triton Store, Guam Community College Office of Workforce Development, and DRT	Low
	HPC 3.6 Encourage energy and water savings programs in the hotel district	Increase hotels using energy and water efficient appliances, water savings program, renewable energy, and green infrastructure.	Outreach to tourism industry partners	Number of participating hotels	Taylor Pangilinan		Med.

Guam Green Growth Action Framework						
Category of Action	Educated, Capable, and Compassionate Island					
Team Chairs	Co-chairs: Dr. Mary Okada (GCC) and Sen. Regine Biscoe Lee (35th Guam Legislature); Vice Chair: Melanie (Lani) Brennan (DYA)					
Team members	David Dell'Isola, Gerard Toves (David Dell'Isola's proxy), Jon Calvo Jr., Dr. Thomas W. Krise, Jon Fernandez, Dr. Juan Flores, Heribert (Bert) Johnston, Judi Won Pat, Helen Nishihira, Dr. Anita Borja Enriquez, Carissa Pangelinan, Vanessa Williams, Jayne Flores, Danielle Rosete, Samantha Taitano, Christianna Ebio, Mercy Gilhiy					
Last Update	Jan. 29, 2021, Lani Brennan added new goals; March 25, 2021 Updates from Carissa Pangelinan, Dr. Bert Johnston, and Dr. Enriquez were incorporated					
Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships
ECC 1.1 Increase # of children ready for kindergarten	By SY 2025, the number of children ready for Kindergarten as measured by Brigance Test will increase by 75%	1. Increase GDOE universal pre-K schools from 4 pilot to all 28 public elementary schools. 2. Dedicate funding to open universal pre-K in all public elementary schools, adding 4 schools incrementally every succeeding SY, beginning SY21-22	Using most current available participant counts from Head Start, GDOE GATE Pre-K GDOE Universal Pre-K and Day care counts aged 4-5 as baseline, estimate the 75% increase	Jon F. with J. Sanchez and E. Sanchez	Low	
ECC 1.2 Increase literacy and numeracy by ethnicity	By SY 2025, the % of public school students with proficiency level of "Ready" as measured by the district wide assessment (DWA) will increase by 50% for each ethnic category	Beginning SY21-22 administer ACT Aspire formative assessment to track progress through the year, instead of one time summative assessment at the end of the year.	Crosstabs ACT Aspire proficiency level scores in reading and math by ethnicity, compare % increase by ethnic category	Jon F. with J. Sanchez, R. Mendiola, and Z. Natividad	Med.	
ECC 1.3 Increase participation of students of each ethnicity and by gender in extracurricular activity	By 2025, the percentage of students that participate in extracurricular activities will increase by 75% for each ethnic category	1. Determine the factors that hinder or help students of each ethnicity and by gender category from participating in extracurricular and academic activities. 2. Create MOUs with relevant agencies that can help resolve the hindrance factors 3. Develop a roll out a plan for increasing student motivation to participate 4. Engage leaders from various ethnic communities to be "champions" for motivating students of identified ethnic groups to participate. 5. Increase informational sessions on career and technical education courses and parents from all high schools.	Analyze using crosstabs academic/extracurricular activity by gender by ethnicity using the most current available data and establish this as a baseline. # of students in career and technical education by school.	Jon F. with J. Sanchez and E. Sanchez	Med.	
ECC 1.4 Increase participation of students of each ethnicity and by gender in academic activity	1. By 2025, the percentage of students that participate in academic activities will increase by 75% for each ethnic category 2. By 2025, the percentage of students that participate in career and technical education courses will increase by 10%.				High	
ECC 1.5 Identify the number of students in Childcare/Pre-K organizations	By 2025, students are prepared to transition to Pre-K, Headstart, and Kindergarten	Evaluate training provided in Day Care/Schools	Using the most current available entry testing data, determine child readiness.	Jon F. with J. Sanchez and E. Sanchez	High	

Subject	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
ECC 1.6 Increase literacy/numeracy in 5th grade	By 2025, the percentage of students reading at "Ready" level in ACT Aspire Reading and Math will increase to 75%	<ul style="list-style-type: none"> 1. Support and continue the training of teachers in research proven instructional strategies that include the effective use of technology and teaching of 21st century skills. 2. Support and continue the current training of teachers in Classroom Instruction That Works to include instructional foundations, CITW with Technology and CITW with English Learners 3. Support and continue the current training of teachers in the Sheltered Instruction Observation Protocol (SIOP) to support teachers work with English Learners 4. Support and continue training teachers in Literacy Strategies to support the implementation of Common Core and Literacy 	Using the most current available data ACT Aspire baseline data, calculate the percentage increase of students reaching "Ready" level in ACT Aspire Reading and Math	Jon F. with J. Sanchez, R. Mendiola, Z. Natividad	High		
ECC 1.7 Increase high school graduation rates	By 2025, the percentage of GDOE high school graduation rate will increase to 95% (using adjusted cohort rate formula)		<ul style="list-style-type: none"> 1. Continue to implement the Professional Learning Communities framework in all schools and at the district level for curriculum planning, instructional improvement, data analysis and the design and implementation of student interventions. 2. Review and improve the common set of curriculum expectations for all schools inclusive of curriculum development, instructional strategies and assessments 3. Provide administrators, teachers and instructional personnel with professional development in research proven strategies in school leadership, curriculum, instruction and assessment. Initiate a thorough and ongoing review of all policies related to student achievement, attendance and graduation to ensure a focus on maximum student success. 4. To assist in the progressive development of students, all secondary school students will have a professional portfolio which will include an introductory letter, sample job application, resume, and sample writing. 	Using the most current available data graduation rate as baseline, calculate the GDOE adjusted cohort graduation rate every year	Jon F. with J. Sanchez, Z. Natividad	High	

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	ECC 1.8 Increase completion rates (GCC)	150% graduation rate: the % of first-time, full-time, degree seeking students in the Fall semester who graduated within three years if enrolled in an associate degree program or within 1.5 years if enrolled in a certificate program. 200% graduation rate: the % of first-time, full-time, degree-seeking students in the Fall semester who graduated within four years if enrolled in an associate degree program or within two years if enrolled in a certificate program.	150% graduation rate: AY 2013=17%; AY 2014=18%; AY 2015=?; 200% graduation rate: AY 2013=19%; AY 2014=28%; AY 2015=?; 1. GCC will continue to track and monitor student completion. 2. Increase academic advisement	Using the AY 2020 Fact book, determine the AY 2015 graduation rates. Identify projected graduation rates for AY 2016 and AY 2017.	M. Okada		High
	ECC 1.9 Increase completion rates (UOG)	Provide academic and student support to allow all students to complete their degrees in a timely manner.	1) Within 5 years, 85% of graduating students will have experienced at least one advising intervention through the Triton Advising Center (TAC); 2) Within 5 years, 85% of UOG undergraduate students will have received instruction in financial literacy and been advised about financial aid options and protocols; 3) Within 5 years, 85% of UOG graduating seniors will have completed at least one career preparation activity through TAC; 4) Align course offering / schedules with student preferences.	Benchmarked against the Institutional Learning Outcomes, High-Impact Educational Practices, and UN Sustainable Development Goals	T. Krise		High
	ECC 1.10 The University of Guam will be a model for excellence in education, research, partnerships, operations, and sustainability	Advance the strategic initiatives and goals of the UOG Para Hulo' Ever Upward Strategic Plan (2019-2024), benchmarked against the 17 UN SDGs	Six Strategic Initiatives of Para Hulo' 1) Being recognized as a research university centered in island wisdom; 2) Enriching the Student Experience; 3) Growing financial resources; 4) Learning as a partnership university; 5) Becoming a model for operations and customer service in Guam and all of Micronesia; 6) Building and sustaining our infrastructure	Benchmarked against the Institutional Learning Outcomes, High-Impact Educational Practices, and UN Sustainable Development Goals	T. Krise		High
	ECC 1.11 Increase and provide accessibility to education for individuals without high school diplomas especially disabled adults, youth residents, and incarcerated individuals	Implement satellite Adult High School Diploma Program sites priority villages, i.e., in the South to target the Merizo and Umatac population and in the North to target the Yigo population	Increase the number of satellite Adult High School Diploma Program from 4 to 6; increase the number of High School Graduates from the diploma program or school	Number of satellite locations that have residents that need to complete a high school diploma	M. Okada		High

Subcadt	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	ECC 2.1 Increase number of classes focused on island sustainability and sustainable development	By 2025, the number of classes focused on island sustainability and/or sustainable development will increase by 50% across all grade levels within GDOE and in institutions of higher education. Increase the pipeline of student interns as well as graduates equipped with island sustainability knowledge and competencies that will benefit the workforce and communities in general.	<ol style="list-style-type: none"> 1. Develop and have the GEB approve a sustainable development curriculum program 2. Identify and request for funding to support island sustainability and sustainable development 3. Offer courses in island sustainability and sustainable development in pilot secondary schools 4. Offer incentives to students who enroll in sustainable program courses 5. The UOG Island Sustainability Program Committee, with the UOG CIS, will develop curricula for both a credit-bearing and a professional development interdisciplinary Certificate in Island Sustainability that will be available to all UOG students and external stakeholders. <p>(Action Item 5 added on 3/25/21)</p>	Using current available data as baseline, count the number of classes focused on sustainable development and calculate the number of classes needed to be offered every year for the next five years to reach the 50% targeted increase	Jon F., T. Krise, M. Okada.		Low
	ECC 2.2 More teachers trained in issues of sustainability and sustainable development	By 2025 the % of teachers who are trained in sustainability and sustainable development will increase by 50%	<ol style="list-style-type: none"> 1. Develop and have the GEB approve sustainability and sustainable development curriculum program. 2. Identify and request for funding to support the training of teachers in sustainability and sustainable development 3. Offer courses for GDOE teachers at UOG and GCC in teaching methods in sustainability and sustainable development to teach students in the pilot secondary schools. 4. Offer incentives to teachers who teach sustainability and sustainable development courses 	Using current available data as baseline, count the number of teachers trained in sustainable development and calculate the teachers needed to be trained every year for the next five years to reach the 50% targeted increase	Jon F., T. Krise, M. Okada.		Low
	ECC 2.3 More students enrolled in a sustainable development program/major	By 2025 the % of students who are enrolled in a sustainable development program as a major will increase by 50%	<ol style="list-style-type: none"> 1. Market sustainable development courses to secondary schools and postsecondary classes. 2. Provide incentives for students who enroll in sustainable development courses e.g. tuition discount, or free books, or clear career pipeline 3. Conduct recruitment fairs 	# of students enrolled in sustainable development program and number of students needed to enroll every year for the next five years to reach the 50% targeted increase	Jon F., T. Krise, M. Okada.		Low

Sustainable and Compassionate Curriculum

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	ECC 2.4 To achieve community that embraces a culture of respect, equality and healthy relationships.	Launch pilot program for a curriculum on the cultures and countries of those who call Guam home. Promoting better cultural understanding and integration. Provide effective sex education curriculum, training and implementation in all public schools. (Lani-kate project)	Work with UOG Press, DOE and all stakeholders to development in conjunction supplement new Guam history curriculum Create consolidated resource list and provide to all school administrators		Jon F., T. Krise		Low
		In 3 years, have robust service learning opportunities that engage older students with younger students to promote gender equality and diversity	Identify and create a catalog of current resources promoting equality, diversity, and Guam specific value and evidence-based programs	Increased service-learning opportunities	Jon F.		High
		In 3 years, provide targeted training opportunities at UOG for teacher certification. Training that deals with sex education curriculum.	Develop platform for resources to integrate or complement school curriculum based on cultures and countries in Guam to promote cultural and gender diversity	Program specific teach training certifications	Anita Borja Enriquez		Low
		In 3 years recognize and value unpaid care and domestic work through local legislation.	Assess gaps in leave laws to address continued domestic care duties traditionally done by women		David Dellisola and Jayne Flores		Low
	ECC 2.5 100 % of the students will be climate literate	By 2023, increase number of students that have a good understanding of climate change	1) Develop climate curriculum that is Guam centered. 2) Develop a Climate Change awareness program 3) Incorporate Traditional knowledge into curriculum.	number and scaffolding of lesson plans developed that incorporate climate change concepts	Michelle Voacolo and Moneka De Oro	UOG; GCC, GDOE, Charter and Private Schools	Low
	ECC 2.6 To have a trauma-informed education system (Goal added 3/25/21)	Train educational institutions in ACE and trauma-informed school practices	Identify National Organization to provide the training and begin prioritized training implementation	Percentage of schools with at least 10% of their staff trained	Carissa Pangelinan	GDOE, GBHWC	Low
	ECC 2.7 To reduce the stigma of mental health concerns among young people of Guam (Goal added 3/25/21)	Train high school students in teen Mental Health First Aid (tMHFA)	Implement the tMHFA evidence-based curriculum in the local high schools, starting with the identified pilot school (JFKHS).	Percentage of students trained	Carissa Pangelinan	GDOE, GBHWC	High

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
ECC 3.1 Build sustainable learning facilities and environments	By 2025, 50% of public school facilities will encompass sustainable feature(s) and culture, which is measurable by decrease in cost for utilities, and 5% annual increase (or decrease) in selected curriculum assessments.	I. Define sustainable learning facilities/environments with input from stakeholders and aligned with existing regulatory agencies 2. Establish MOU/MOA with partners based on input, attainable resources and realistic outcomes; 3. Engage local, relevant businesses in building new schools and retrofitting existing schools to supplement overall cost and partner in a community campaign to foster positive attitudes toward sustainability; 4. Identify a school-wide curriculum for sustainable learning that with data collection; 5. Identify public schools most prepared to adapt to sustainable facilities; 6. Create action plan.	By using audited financial reports, key stakeholders will target utility cost of participating schools to monitor cost savings. By using selected curriculum data, key stakeholders will track if participating school community concretely understands and appreciates sustainable learning facilities and environments.	Jon F. T. Krise, M. Okada.	Med.		
ECC 3.2 Increase # of educational facilities with solar power	By 2025, 30% or more of public schools will rely on solar power either completely or partially and 5% annual increase (or decrease) in selected curriculum assessments.	I. Research and evaluate resources for solar panels on Guam aligned with regulatory agencies i.e. LEED, EPA, GPA, etc.; 2. Establish MOU/MOA with stakeholders based on input, attainable resources and realistic outcomes; 3. Engage local, relevant business institutions in the installing solar panels supplement overall cost; 4. Identify a school-wide curriculum for sustainable learning that includes data collection; 5. Identify public schools that are most prepared to have solar panels; 6. Create action plan.	By using audited financial reports, key stakeholders will target utility cost of participating schools to monitor cost savings. By using selected curriculum data, key stakeholders will track if participating school community concretely understands and appreciates sustainable learning facilities and environments.	Jon F. T. Krise, M. Okada, RBL	Med.		
ECC 3.3 Increase # of school gardens	By 2025, 20% of public schools will establish, maintain and consume healthy organic produce from campus gardens, which is measurable by 1%-2% decrease in overall cost for food commodities, 5% annual increase (or decrease) in selected curriculum assessments.	1. Define sustainable school garden with input from all key stakeholders and aligned with existing regulatory agencies; 2. Establish MOU/MOA with stakeholders based on input, attainable resources and realistic outcomes; 3. Engage local, relevant business institutions to build durable foundations for defined school garden, to supplement overall cost; 4. Identify public schools most prepared to have a garden; 5. Create action plan.	By using audited financial reports, key stakeholders will target annual revenue of participating local farmers monitor cost savings. By using selected curriculum data, key stakeholders will track if participating school community understands and appreciates sustainable learning facilities and environments.	Jon F. T. Krise, M. Okada.	Med.		
Sustainable Educational Facilities							

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	ECC 4.1 Increase high school graduates with WorkKeys Bronze or higher	By 2025 the % of test takers who attain WorkKeys Bronze or higher will increase to 90%. Expand the number of high school student taking the WorkKeys assessment.	1. Continue the training of CTE teachers so that by 2023 75 % utilize strategies learned in PD and have access to technology; 2. Using CG funds, acquire equipment to increase by 75% CTE students who have access to technology; 3. By implementing higher quality CTE curriculum, target the CG goal of 80% of participating students will receive a passing grade in their career academy; 4. Using CG funds, increase the number of classrooms that have updated equipment and teachers that show evidence of usage of equipment year 2: 8 classrooms will have updated equipment; 5. Continue engaging the professional services with GCC to support CTE Academies to increase the number of students enrolling in CTE courses in allied health, automotive technology, carpentry and AutoCAD, early childhood education, electronics, computer networking, marketing, tourism, visual communications, telecommunications; 6. Increase the number of students who take the Career Interest Inventory System (Choices 360); 7. Continue engaging the Professional services with local trades/labor school to provide courses	Using the current available WorkKeys assessment results, establish the % of students who attain Bronze of higher in WorkKeys assessment and monitor % by level	Jon F. M. Okada.		High
	ECC 4.2 Increase # of students who obtain an industry credential	(From GDOE Consolidated Grants CTE Program) 1. By 2023, 32% of all GDOE high school students will enroll in GCC courses, of which 60% will earn Certificates of Mastery or Completion 2. By 2023, increase the number of GDOE high school students that complete Certificates of Master that enter into postsecondary education. 3. Provide opportunities for high school students with Certificates of Complete Certificates of Mastery post-high school.	Using the current available WorkKeys assessment results, establish the % of students who receive Certificates of Mastery and monitor percentage every year of WorkKeys assessment Using the GCC/JOG Fact Books, identify the number of students with Certificates of Mastery that have enrolled into postsecondary education.	M. Okada			High
	ECC 4.3 Increase the number of people earning industry credentials	By 2025, the percentage of people earning industry credentials will increase	1. Define life and career skills that need to be measured with grade levels K-12 in mind; 2. Expand, establish, and implement measuring tools that help develop key skills i.e., work ethics, values, etc.	Data from all relevant credential-issuing institutions, establish the baseline data on the number of adults with industry credentials	M. Okada, T. Krise, B. Johnston, D. Dellisola		High

Skills Training and Job Preparedness

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
ECC 4.4 Increase the number of graduates employed in critical industries	By 2025, the percentage of graduates employed in critical industries will increase		<p>1. Create a career fields list that will be available for students in 2030 using supply, demand and gap analyses.</p> <p>2. Identify activities that cross P2W education/training</p> <p>3. Provide opportunities the Guam Chamber of Commerce members to understand and appreciate the value of WorkKeys achievement levels.</p> <p>4. Expand use of WorkKeys and its tie-in to various career fields.</p> <p>5. Promote PL 31-254 implementation which requires all GovGuam applicants to take a state-approved work assessment.</p> <p>6. Similar to bonus points given to GovGuam job applicants who were merit scholars, military, etc. give bonus points for those who achieve Gold or higher in the WorkKeys assessment or any state-approved work assessment</p> <p>7. Identify the use of micro-credentials in the education field to strengthen and support teaching certification</p>	Conduct Survey of business partners to determine jobs for the future.	Jon F., T. Krise, M. Okada, D. Dell'isola		Med.
	ECC 4.5 Reduce Guam poverty rate by 3 percent by 2025 through increased skill training and job preparedness programs		Increase accessibility to skill and job training for employment, as well as higher education opportunities for high school graduates and unemployed individuals, increase skill level of lower income employees to next tier	Conduct public outreach to the community (targeted group) on the trainings and education programs and scholarships that are available locally to build skill capacity through the Guam Trades Academy, the Guam Community College and the University of Guam via the Pell Grant and first time college student program and Training Center to increase employment income of lower wage employee and to increase the number of first time college degrees recipients in Guam's households and to increase the number of high school graduates obtaining a college or associate degree and/or vocational certificate	Baseline: FY 2019 SNAP recipients age 18-59: 15013. Requesting additional information on the # of recipients in this group that cannot work due to a disability to subtract this number from the 15013 Source: DPHSS	D. Dell'isola	Guam Trades Academy, GCC, UOG, Guam Marianas Training Center, Guam Legislature, Administration, Mayors, Community Partners
				Increase employment income of lower wage employees (DOL data)	D. Dell'isola	B. Johnston, T. Krise, M. Okada	
				Increase the number of high school graduate to obtain a college degree, associate degree and vocational certificate	T. Krise, M. Okada	UOG and GCC and GDOE	
				Increase number of first time college degrees in Guam's household (UOG and GCC data)			

Subject	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
ECC 5.1 Protect labor rights and promote safe and secure working environments for ALL workers in Guam		1. Begin a "Know Your Rights" campaign, to empower employees with the knowledge of fair treatment in the workplace. Specifically with our minority populations, and certain ethnic groups with language barriers. 2. Develop an educational program for middle and high school students on youth employment awareness. 3. Build and Develop Public and Private Partnerships to ensure the EEO information is administered.	1. Work with GDOl's Fair Employment Office to provide public policy information, outreach and trainings to Guam business owners with printed and online content regarding; protecting the civil rights of all individuals who seek, have access to, obtain, and hold employment without discrimination because of race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status, sex and/or age. 2. Continual Outreach with Labor Clinics, GDOl web-site updates, and Business visits to offer guidance and foster lawful best practices on Equal Employment Opportunity (EEO) concerns. 3. Significantly decrease the number of discrimination and retaliation cases from employer to their employees.		David Dellisola		Med.
ECC 5.2 Encourage Guam's labor pool who could enter the workforce but choose not to by incentivizing. (Transferred on action item from ECC 4.5)		1. Encourage law makers to expand on PL 35-38 or create a new law that will raise the minimum wage after March 2021 to more than \$9.25 per hour to incentivize Guam's untapped labor pool to work. 2. Welcome the opportunity to get those who are unemployed qualified and trained to fill open and much needed H-2B positions in construction, healthcare, and education by incentivizing apprenticeship, lifetime skills training, and a high hourly wage.	1. Raise minimum wage to \$10.25 after March 2021, and then to \$11.25 after March 2022. 2. GovGuam and its partners will engage industry and business stakeholders to create a community-wide understanding of the importance of specific career/educational requirements to improve productivity and employability of local and regional workers. 3. Campaign and conduct outreach to "hire local" with Guam's biggest industries: retail, hotels, restaurants, and construction. 4. Have uniformed branding approach to hiring and training "Local" with GVB, GDOl/AJC, GEDA, GDOE, GCC, UOG, and the Governor's Office. 5. Identify funding to expand training opportunities beyond entry level so that the pay of these individuals is closer to the national average.		Utilizing the Bureau of Labor Statistics report, Decrease the 23% of the unemployed civilian labor force who choose not to work to 20%. (the 23% is not inclusive of those who are underemployed such as retirees, persons with disabilities, and students aged 16 to 18); "Hire Local" Campaign	David Dellisola	Med.
ECC 5.3 Increase wages across the industries to retain and attract local talent.					Utilizing the Bureau of Labor Statistics report, Decrease the 23% of the unemployed civilian labor force who choose not to work to 20%. (the 23% is not inclusive of those who are underemployed such as retirees, persons with disabilities, and students aged 16 to 18); "Hire Local" Campaign	David Dellisola	Med.
ECC 5.4 Ensure to recruit and grow Guam's Local talent pool to remain on island.							

Decent Work and Economic Growth

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	ECC 5.5 Keep Guam's economy safe from political and socioeconomic uncertainties.	Work in collaboration with HAS, GVB, DPHSS, GDOL, GIAA, PAG, the Legislature, and the Executive branch to provide aggressive outreach and safety measures for the people of Guam.	1. Build up current industries and create new ones, i.e., agriculture and aquaculture. 2. Businesses will play a central role in the development and implementation of workforce development programs. Businesses will have more input in shaping and driving training content to meet their requirements and to develop a workforce supply that aligns with market demands. 3. Skills training and entrepreneurial training must be strengthened to address the growing and emerging economies, and to revitalize the industries that are weakening.	According to the FY 2021 Guam Economic Outlook report, the effect that the Corona virus could have on Guam's economy is unknown at this time but could have a significant impact.	David Dell'isola		Med.
	ECC 5.6 Guam's workforce development system is efficient, integrated and promotes workplace transdisciplinary practices	1. Strengthen Workforce development policies and decision-making authority across local and federal programs through program and data fluency initiatives. 2. Identify and clarify leadership roles in workforce development specific to private-sector and strengthen and reinforce the conjunctive roles of government programs i.e., WIOA Act and local mandates and policies. 3. Increased collaborative and effective, sustained relationships across among workforce development authorities, stakeholders.	1. Promote the use and flow of timely workforce intelligence reports and infographics promoting workforce development best practices and initiatives. 2. Promote and strengthen capacity building strategies and initiatives for all workforce programs involved in skills training and development and evaluation of programs. 3. Leverage workforce system program resources and assets across all workforce training units and authorities.	1. performance measures as defined by funder and program requirements and compilation of baseline workforce data. 2. program management and administrative and reporting workforce system procedures. 3. Collaborative, effective, sustained relationships across among workforce development authorities, stakeholders.	D. Dell'isola	Government programs receiving workforce development dollars, Industry partnerships, Private sector organizations and Non-governmental organizations	High
	ECC 5.7 Improve the performance of Enterprise Facilitation Development Programs	Expand and innovate existing enterprise development programs and increase entrepreneurial training; business leadership education through grades K-16	1. Support and strengthen made in/grown-in Guam initiatives and programs. 2. Revisit the management and purpose of the Guam Micronesian Island Fair.	Expand and innovate existing enterprise development programs and increase entrepreneurial training; business leadership education in K-16	Mel Mendiola and Taylor Pangilinan		Med.
	ECC 5.8 Promote and Support Regional Economies Development Initiatives	Ensure the workforce interest and discussions are represented in regional forums such as the Micronesian Island Forum	1. Supporting the work of the Regional Workforce Development Council (RWDC) through the Guam Workforce Development Board and its planning structures. 2. Update the RWDC Workforce Strategic Plan for the MIF 3. Support research and analysis of conditions for regional economic development within Micronesia	1. Updated Workforce Planning plans and policies/initiatives. 2. Improve regional workforce development reporting. 3. Increased partnerships and programming across all workforce partners	D. Dell'isola		Med.

Priority Level	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	GBHWC, Judiciary, GPD, GFP
Subcmt	ECC 6.1 Reduce all forms of violence (including child, domestic and sexual assault/abuse) (Goal added on 1/20/21)	Identify & obtain training package. Train local law enforcement via 'train the trainers' method. Begin training. Train family members of victims of sexual assault and family violence (GCASAV) and sustain this program. Have Peace Officers Standardized Training adopt the training curriculum for child, domestic, and sexual assault/abuse.	percentage of law enforcement officers trained; percentage of trained the trainers	Melanie Brennan Danielle Rosete	High	
		Increase participation and collaboration with youth serving agencies	Finalization of Strategic Plan for Substance Misuse Prevention and Mental Health Promotion in 2021.	percentage of youth serving agencies participating	Melanie Brennan	Med.
		Update "Play by the Rules" and implement anti-bullying programs in elementary and middle school	Update curriculum for middle school and create one for elementary. Ensure program is consistently taught and has stable funding. Open Youth Resource Center in Toto (GHURA/GPD)	Percentage of students completing Play by the Rules	Melanie Brennan and Danielle Rosete	High
		Implement Safe Schools Initiative "Project U"	Conduct stakeholder meetings for Project U. Develop strategic plan.	TBD	Melanie Brennan	GPD, DYK
	ECC 6.2 Reduce racial and ethnic disparities in the justice system (Goal added on 1/20/21)	Implement evidence-based programs. Adopt screening and assessment tools to identify high risk individuals. Focus scarce resources on individuals at high-risk with moderate to high needs.	Increase use of data to identify disparities at every juncture of the criminal justice system from arrest to disposition. Use data to track arrests by gender, age, ethnicity demographics, i.e., who gets released or remanded; length of stay for offense type. Use data to inform policy and practice	TBD	Melanie Brennan	High
		Shift institutional culture from a punitive or procedural focus toward focus on addressing youth needs and successful outcomes	Juvenile Justice Reform Training to be made mandatory in updated job descriptions; being trauma informed, incentive-based, family engagement, mentorship, community engagement. Training, elimination of solitary confinement, use of alternative to confinement, decrease in the use of shackles.	Percentage of Youth Service Officers with relevant and updated training (Annual and Booster)		
		Create alternatives to secure detention and confinement and formal system involvement	Implement a formal system for deflection and diversion opportunities, and track data	data on deflection, diversion, and arrests for all demographics	High	
	Sustain Re-entry Programs Adult Program	Implement Juvenile Re-entry Program	Project Linc	number of kids referred to Project Linc	High	
		Increase family engagement in transition and re-entry planning			High	
		Ensure and increase public access to justice system information, programs			High	

Peace, Justice, and Equality

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
ECC 6.3 Promote the rule of law and equal access to justice for all (Goal added on 1/20/21)	DYA and DOC will be in full compliance with the *Prison Rape Elimination Act Standards for prisons and jails by 2023	Use of technology to increase access / navigate the court system, pay online fines, fees	Promote and enforce non-discriminatory laws and policies for sustainable development	Number of women's clubs involved; number of girls mentored	Melanie Brennan		High
ECC 6.4 End period poverty and empower young women (Goal added on 1/29/21)	Continue existing Project Soterra donations.	Recruit more women's clubs to join Project Soterra; discuss ways to mentor young women.	Work with stakeholders on ideas to sustain the current donation program. Identify, apply, and obtain funding via grants and donations to help women start a sustainable menstrual products business on island.	feminine hygiene products distributed; increase number of girls who receive these products	Jayne Flores	Guam Council of Women's Clubs Island Girl Power, Guam Women's Bureau, Chuuk Women's Council	Med.

Guam Green Growth Action Framework

Category of Action	Sustainable Homes, Utilities, and Transportation						
Team Chairs	Co-chairs: Vince Arriola (DPW) and Brent Wiese (GBCC / RIM); Vice Chair: Rebecca Respicio (GEO) and Tina Mafnas (Rebecca Respicio's proxy)						
Team members	Dr. Jeff Johnson, Beatrice (Tricee) Limtiaco, Jeff Voacolo, Dr. John Jenson, George Bamba, Larry Gast, Ray Topasna, Conchita Taitano, Celestine Babauta, Ron Santos, Cathleen Moore Linn, Robert Hofmann, Miguel Bondallo, Chris Buddasi (Miguel Bondallo's proxy), Michelle Razo Lastimoza, Bas Schilis, Javan Santos						
Last Update	Feb. 17, 2021; updated by Rebecca during prioritization meeting						
Subcat.	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
HUT 11		Work with government agencies. Utility agencies and private sector to develop a plan to relocate critical infrastructure away from flood prone areas.	Prioritize recommendations in 2019 Climate change Vulnerability Assessment	% of infrastructure relocated from low lying areas	Vince Arriola and Vangie Lujan	CCRC; BSP; GPA/GWA; DPW, DOC, GPD, GFD, GDOE, DPHHS, GMHA,	High
HUT 12		Implement mitigation measures to address impacts from flooding, fires, etc. Replace substandard buildings with concrete structures by 30%	Update relevant map data to ensure accuracy of existing critical infrastructure, flood hazard maps, coastal storm surge, house numbering and street maps, etc. to respond quickly to disasters	Update Guam's Disaster Preparedness Plan to include climate change impacts; have a centralized geodatabase that is easily accessible by GovGuam	Number of weatherized buildings and homes; number of floods per year; amount of money spent on recovery efforts	Vince Arriola and Vangie Lujan	GHS; BSP; GPA/GWA; GEO Med.
HUT 13		80% of Guam's streets have appropriate stormwater infrastructure	Develop Rules and Regulations for the Implementation of the SWMP. Approval by Guam Legislature and Governor by 2022. Develop Low impact development standards that reduce impervious surfaces,	1) Work with GEPA to update and Implement the Stormwater Management Plan 2) Work with DPW on MS4 permit 3) Organize focus group to develop Low Impact Development standards that reduce impervious surfaces, increase soil hydration	Number of reported flooding events during downpours and in low lying areas such as Umatac	Vangie Lujan and Michelle Lastimoza	CCRC; GEPA; DPW, DLM, CLTC, Mayors High
HUT 14		100% of new buildings on Guam will be designed and constructed that reduce their risk for hazards, storm inundation	Building permits will require adaptive measure to address Climate Change impact into Building Plans Development	Develop climate-smart land use management and development practices. GEO will develop outreach material for permitting applicants with best practices, information and education to have a more energy efficient home.	Number of permits that address impacts to climate change	Brent Wiese, Rebecca Respicio, and Vangie Lujan	CCRC; DPW; GEO; GPA Med.
HUT 21		Ensure sustainable production, consumption, and disposal patterns.	Align all activities with "Zero Waste Guam" initiatives. All off base housing rentals are mandated to include recycling in regular waste disposal services.	Zero Waste Bill is passed	Coordinate with DOD counterparts on waste management alignment	Conchita Taitano George Bamba	High Low
Waste		Implement zero waste guidelines for Guam's hospitality industry	Evaluate existing hotels' waste management practices and codes preventing the most efficient and effective disposal of food waste, used oil, and other waste created by hotels and guests. Revamp rules & regs and provide education and outreach support to assist them to meet these rules & regs.	Disposal rates of landfill waste, recyclables, food waste, tec.	Conchita Taitano	High	

Subcrt	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	Sustain and expand the G3 Island Beautification and Recycling Project, i.e. ensure funding and partnerships are secured	Implement G3 Island Beautification and Recycling Project – Up to 20 recycling bin frames will be purchased and placed at mayoral offices, Chamoru Village, UOG, and other public areas where bin hosts can commit to the monitoring and sorting requirements. Up to 50 waste bins will be purchased and installed at beaches, parks, and public spaces in need of proper waste receptacles for residents and tourists. Location of bins will be determined in coordination with Island Beautification Task Force members, DPR and DPW.	volume of recycling collected; volume of trash collected (and not illegally dumped)	Lauren Swaddell	iRecycle, MINA, DPW, DPR	High	
HUT 2.2	Greatly reduce the use and distribution of single-use plastics	Discourage use of any single-use plastic (in accordance with the public law).	Assess plastic problem. Start dialogue with wholesalers and business owners to stop importing single use plastic and Styrofoam items. Continue International Coastal Clean Up.	the number of businesses that have stopped carrying plastic bags and other single use plastic items	Conchita Taitano	BSP-GCMP and UOG-CIS	High
			G3 will create outreach materials and provide engagement data to GEPA to improve compliance and enforcement strategies. An outreach and social marketing campaign will be developed to educate the businesses and local community about Public Law No. 35-130 (the Plastic Bag Ban) and to encourage a transition away from single-use plastic bags.	# of businesses reached	Austin Shelton	UOG CIS, GEPA, IBTF	High
HUT 2.3	Increase amount of effective composting, implement biodegradable / green waste curbside pickup.	Work with Guam Legislature to ban single-use items made of expanded polystyrene (aka Styrofoam), such as plates, bowls, shipping peanuts, etc.	Coordinate with local distributors to ensure a sufficient supply of Styrofoam alternatives. Conduct outreach to local businesses to ensure seamless transition from Styrofoam to eco-friendly option	Volume of "Styrofoam" products imported to Guam	Conchita Taitano	DoAG, iRecycle	High
HUT 2.4	50-80% food waste and organic material diversion from the landfill	Develop a plan for biodegradable and green waste curbside pickup.	Develop rules and regulations; develop a plan for biodegradable and green waste curbside pickup for residential and commercial	Adopt relevant local legislation relating to sustainable waste management, rhino beetle, etc.	Conchita Taitano	DoAG, iRecycle	High
		Implement and expand Zero Waste Community Plan and Zero Waste Ambassador Program	Develop SOPs for Zero Waste Community Plan and Zero Waste Ambassador; Conduct a waste audit or waste characterization study.	1) Expand food waste recovery programs 2) Increase participation of government, private sector, and community in diverting organic waste from the landfill	Conchita Taitano	GEPA, GSWA, GWA, Zero Waste WG and Ambassadors, Conchita Taitano	High
		The food waste of government agencies is diverted from landfill to a proper composting and green waste processing facility.				nonprofits, private sector, community	High

Priority Level	Partnerships	Action Lead	Metrics	FY21-22 Action Items	3-5 Year "SMART" Objectives	10+ Year Goals
Subcat	Transportation	Cel Babauta	UOG CIS	High	High	

Priority Level	Action Lead	Partnerships	Metrics	FY21-22 Action Items	10+ Year Goals	Subcat
High	Sen. Pedro Terlaje, Sen. Mary Torres, DLM, HRRA	local car sales companies	# of new transfer stations	Plan and design safe, clean, and beautiful transfer stations.	Build transfer stations that allows riders to transfer to other route vehicles which will lead them to their ultimate destination.	
Low	Cel Babauta and Vince Arriola	Cel Babauta and Vince Arriola	Surcharge and Disposal Plan	Research impacts of surcharges, and economical and environmentally friendly disposal solutions for vehicles.	Implement surcharge for bringing in non-low emission used vehicles into the island and improve vehicle disposal practice.	
Low	Cel Babauta and Vince Arriola	Cel Babauta and Vince Arriola	% of vehicles that use gas, diesel; % of vehicles that are electric/hybrid	Assess the inventory of diesel government owned buses and determine phase out schedule	Phase out of diesel running Government owned buses and procure electric buses and vans.	
High	DPW	Legislature, UOG CIS, and local bus companies	currently under design. Build GRTA facility w/ Maintenance, Operations, Administration	Complete Design of the new GRTA facility: ADA compliant, functional, energy efficient, safe, maintainable, accommodates electric vehicles, and aesthetically pleasing	Construct GRTA facility that will comprise of maintenance, transit management center, and administration	
Low	Vince Arriola, Rebecca Respicio, and Cel Babauta	Vince Arriola, Rebecca Respicio, and Cel Babauta	% of vehicles that use gas, diesel; % of vehicles that are electric/hybrid	Have meetings with private bus companies to inform plan and incentives for sunsetting diesel buses for hybrid or electric buses	Private buses should concurrently phase out their diesel buses. Provide special power rate for bus charging stations OR tax incentives for building a solar charging station.	
High	Tricee Limtiaco and Cel Babauta	local bus companies	Rate Plan	GPA to develop a rate plan.	Provide special power rate for bus charging stations OR tax incentives for building a solar charging station.	
High	Vince Arriola	local bike clubs	# of bike parking areas, miles of new/improved bike lanes	Identify potential cycling areas where bike lanes and parking can be installed e.g., Hagåtña, Tumon. Survey bike riders to determine areas of high bike use.	HUT 3.3 Guam's existing infrastructure achieves higher levels of sustainability reflecting a greater level of stewardship of our natural resources. Highway infrastructure shall encourage carpooling, the use of electric buses, electrical vehicles, bikes, and pedestrians	
High	Tricee Limtiaco and Vince Arriola	Guam Energy Office	% of government vehicles that are electric	Assess which government offices would benefit from the use of electric vehicles. Begin to make purchases of electric vehicles for government use.	Install electric vehicle charging stations at government buildings. Continue to purchase electric vehicles for government use to phase out gas vehicles.	
High	Vince Arriola	Mayors	# of miles of new sidewalks	Assess and identify areas where pedestrian sidewalks can be expanded.	Expand pedestrian sidewalks around walking villages (e.g., Mangilao).	
High	Ricky Hernandez and Rory Respicio	Ricky Hernandez	completion of Green Port Designation; % of progress	Explore the "Green Port" and create schedule to "green" of the ports.	Implement plan to "green" the port to be completed no later than 2030.	
High	Ricky Hernandez	Ricky Hernandez	Extend airport incentives if airlines comply with responsible waste management program or fly in aircrafts burning cleaner/less fuel.	Write a report on sustainable practices that can be implemented at GIAA and begin implementing them.		

Priority Level	Partnerships	Action Lead	Metrics	FY21-22 Action Items	3-5 Year "SMART" Objectives	10+ Year Goals
Med.	Catholic Social Services, Mayor's Office	Ray Topasna	% of substandard homes replaced	Identify the number, size, and types of existing substandard and new housing needed in the next 10 years.	Partner with Chamorro Land Trust and private developers to build increase amount of affordable housing to include non-traditional structures and design	HUT 4.1 Relocate low income households living in substandard homes into affordable housing and/or subsidize public housing
Low	BSP; GHURA; Guam Housing Corp; Local Developers, DPW, GEO, UOG Engineering GBCC	Ray Topasna and Rebecca Respicio	% of leaking homes repaired	Partner with Chamorro Land Trust and private developers to build improved affordable housing. Identify number of housing units needing repair.	70% of the existing housing is adequately weatherproof	HUT 4.2 90% of families will be in adequate, affordable, weatherproof housing
High	UOG, GEO, DPW, local developers	Brent Wiese	GTEC approval	Support the Guam Tropical Energy Code approval.	Develop a "sustainable" residential building code to include new applications to build affordable housing that documents and implements a sustainability plan. (e.g., use of renewable energy, water efficient plumbing fixtures, community services that encourage sustainable practices (e.g., community farming, bike lanes), and solar parking lights.)	HUT 4.3 Building affordable homes should utilize recent breakthroughs in new construction technology
	Sarah Thomas Nededog		% of homeless in shelters	Encourage use of prefabrication materials as opposed to traditional solid concrete construction.	Encourage the use of green and innovative materials in affordable home construction.	HUT 4.4 Provide homeless shelters

Housing

Subgoal	10+ Year Goals	3-5 Year 'SMART' Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	HUT 5.1 Maintain US EPA Safe Drinking Water Compliance	Amend the Guam Primary and Secondary Safe Drinking Water Regulations and adopt the USEPA regulations to maintain primacy.	Regulated Periodic Testing and Monitoring	On-going. In place. Compliance is reported annually to all customers.	Michelle Lastimoza and Chris Buddasi		Med.
	HUT 5.2 Ensure Reliable Clean and Affordable Water Supply (and reduce water loss)	Complete water affordability study; implement customer assistance program based on results of the study; Implement programs to reduce water loss volume of not less than 4.75% By 2023, increase and provide accessibility to clean showers, laundry and hand washing facilities (Objective moved from HPC prior to numbering goals)	Regulated Periodic Testing and Monitoring; evaluate household water affordability	On-going. In place. Status is reported annually to all customers.	Chris Buddasi		Med.
	HUT 5.3 Upgrading the Northern Wastewater Treatment Plant	Upgrade Northern and Hagåtña Wastewater Treatment Plants to meet secondary treatment standard for discharge of effluent into the ocean.	Identify government property in the North and Central for a washroom; Partner with GHURA to provide funding to construct a washroom to provide access for the homeless, families that live in substandard homes to clean showers, laundry and hand washing facilities	Baseline: 0 Target: 2 in the North; and 1 in the Central	Ray Topasna		Low
	HUT 5.4 Reducing the number of spills (overflows) from the wastewater systems	Reduce the amount of Fats, Oils, and Grease ("FOG") that enter a sewer system, which degrade collection systems and assets and lead to blockages and resulting sewer overflows.	In progress. Working plan anticipated in 2022; obtain National Pollutant Discharge Elimination System permits for all wastewater treatment plants.	Further discussion needed. Status is reported annually to all customers.	Michelle Lastimoza and Chris Buddasi		Med.
	HUT 5.5 Reduction of septic/cesspool systems over the Northern Guam Lens Aquifer (NGLA).	Pipeline construction and connection of properties within 200 feet of new lines, 5000 feet/year. Enforcement of existing statute requiring residents to connect to existing septic/cesspool properties within 200 feet of existing sewer lines. Connect existing septic/cesspool properties in conjunction with construction of new sewer lines at the rate of 5000 feet per year.	Investment in upgrading wastewater infrastructure. GWA's FOG program is to minimize FOG inputs into the collection system through local ordinance, baseline assessment, tracking, outreach, and inspection.	Further discussion needed	Chris Buddasi		Med.
	HUT 5.6 Guam will be proactive in protecting our waters from contaminants	Remove source of PFOA/PFOS contamination. Adopt USEPA regulations for new contaminants	Create a plan to connect existing septic/cesspool properties currently located within 200 feet of a sewer main and/or within wellhead protection zones.	# of septic systems converted to sewer connections, annually.	Chris Buddasi		High
			Develop plan, fund and implement removal of PFOA/PFOS contaminating groundwater sources. Lead and Copper Rule Long Term Revisions	# of reported PFOA/PFOS contamination; % removal of known PFOA/PFOS; adoption of USEPA regulations of new contaminants	Chris Buddasi	WERI	High

Subject	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	HUT 6.1 50% of GPA power will be from renewable sources; 50-70% reduction in energy consumption; growth in clean energy jobs and industry	Guam will develop an energy policy similar to Hawaii's Clean Energy Transformation	Gather the baseline data to determine total energy use for transportation, business sector, and residential consumption	1) Percent reduction in green house emission 2) Percent of renewable energy generated. 3) Percent growth in clean energy jobs and industry 4) percent of Guam's energy from imported fossil fuels	Tricee Limtiaco, Rebecca Respicio, and Vangie Lujan	CCRC; CCU; GPA	High
		Expand existing programs to support renewable energy projects, including programs operated by entities which have the authority/capability to manage and distribute grants, loans, performance incentives, and other forms of financial assistance, i.e., provide a BPT tax credit for installation of solar and energy efficient appliances and fixtures into housing developments.	Assess current programs to support renewable energy and energy efficiency. Assess which government land or land that can be acquired, if any, can be converted into solar farms.		Vince Arriola, Rebecca Respicio, and Tricee Limtiaco		
		Improve the reliability of electricity/fuel supply and energy delivery services. Reduce environmental impacts of energy production.	Promote investment in environmental protection and other energy infrastructure that will provide long-term economic benefits.	In progress.	Vince Arriola, Rebecca Respicio, and Tricee Limtiaco		Med.
	HUT 6.2 80% of Guam households are on renewable energy	Increase the number of households with renewable energy by 50%	Expand an incentive program for households that are on renewable energy	% of household that are on renewable alternatives (see Aloha Clean Energy Transformation)	Tricee Limtiaco, Vangie Lujan, Rebecca Respicio	CCRC; GPA; GHURA; Legislature	Low
		70% of existing Guma Trankilidad Elderly public housing units to be energy efficient through Photovoltaic Systems	Partner with private contractors to install solar panels to existing Guma Trankilidad Elderly PH units.		Ray Topasna	GHURA, Private partnership	Med.
	HUT 6.3 Guam Tropical Energy Code (GTEC); Ensure access to affordable, reliable and modern energy services	Guam Energy Office will promote energy efficiency and renewable energy through energy efficiency retrofits, strong policy leadership, and public education efforts.	Pass New Legislation establishing the GTEC	GTEC is passed	Brent Wiese and Rebecca Respicio	DPW, GPA	High
	HUT 6.4 Community-wide buy in to clean energy practices	To the maximum extent practicable, prioritize federal grants toward funding energy efficiency and renewable energy programs.	1) Assist those impacted by economic hardship and energy use; have incentives for residents / customers by providing a timely earnings opportunity associated with cost-effect, measurable and verifiable energy savings that sustains or enhances utility customers being more energy efficient. 2) Expand existing energy efficiency programs	In progress.	Vince Arriola, Rebecca Respicio, and Tricee Limtiaco		Med.

Energy

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
HUT 6.5 Government-Wide Energy Management Plan; including renewable energy and energy efficiency	<p>Lighting and energy efficiency standards will be incorporated as part of procurement regulations. Public officials will be trained to maximize the energy efficiency of lighting and energy installations.</p> <p>Guam Energy Office will conduct energy audits and put in place cost-effective energy retrofits in public buildings</p> <p>Implement plan to make energy retrofits and conversions to renewable energy on gov owned buildings and ensure the electrical grid is supported, intact</p>	<p>Assessment of current situation per agency. Pending funding.</p> <p>Feasibility Study per agency. Pending funding</p> <p>Develop Comprehensive GovGuam (including DOE, UOG, GCC, and autonomous agencies) renewable energy plan.</p>	<p>Further discussion needed</p>	<p>in progress; working with Gov's Office</p>	Vince Arriola, Rebecca Respicio, and Tricee Limtiaco	Vince Arriola, Rebecca Respicio, and Tricee Limtiaco	High

Guam Green Growth Action Framework

Category of Action	Thriving Natural Resources						
Team Chairs	Co-chairs: Evangeline Lujan (GWA / CCRC) and Fran Castro (UOG SG)						
Team members	Walter Leon Guerrero, Jesse Cruz, Jose (Pep) Quimata, Dr. Laurie Raymundo, Christine Fejeran, Patrick Keeler, Else Demeulemère, Patrick Lujan, Sandra Okada, Ian Catling, Dr. Romina King, Edwin Reyes, Heidi Bellendorf, Julie Hartup, Dr. Lee Yudin, Kyle Dahlig						
Last Update	January 20, 2021; updates were submitted during TNR team meeting						
Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
TNR 11 100% of Guam's surface and groundwater is effectively managed	Continue to support models that predict the capacity of the Northern Lens Aquifer; support BMPs that reduce contaminants that enter the aquifer and surface water sources; implement BMPs for wellhead protection; reduce illegal dumping especially around wells and sink holes.	Review the availability of fresh water in surface and groundwater sources. Work with WERI and GWA in developing drought plan. Support legislation that protects the Northern Guam Lens Aquifer.	millions of gallons of water recharged, conserved and reused	Vangie Lujan, GWA (Northern Guam Aquifer working group)	WERI, GEPA, GWA, Soil and Water Conservation Districts, CLTC, DLM, Mayor's, (DoD)	Med.	
TNR 12a By 2030 Southern Guam Master Plan completed. Half of Guam's watersheds (5) are effectively managed with completed watershed plans. Meet with landowners to do best management practices to reduce erosion etc.	At least 3 southern watershed plans will be completed.	Review potential Government of Guam properties that can be restored and conserved to build resilience. Review current policies and practices related to water management. Develop integrated water management. Organize focus groups to develop watershed masterplans. Have stakeholder meetings to identify the priority watersheds.	number of acres of watershed under protection or effective management	Jesse Cruz (Guam Watershed Planning Committee)	GWA, WERI, GEPA, DOAG - Forestry and DAWR, GFD; Mayors, WERI, Northern and Southern Soil and Water Conservation Districts, CLTC, DLM, DPW, (DoD)	High	
TNR 12b Guam Conservation District Plan		Engage mayors of the southern villages, e.g., a resolution to give BSP powers to convene and move forward with a Southern Development Master Plan	update Guam Southern Development Master Plan every 3-5 years	Edwin Reyes, BSP-GCMP	Mayors	High	
TNR 1.3 An approved State Forest System Plan	Establish MOUs with Chamorro Land Trust Commission for their properties; Create legislation to set aside undeveloped CLT properties under some level of conservation for forest health. Increase area of managed forests by 25%.	Submit Draft Forest System Plan to Governor by August 2021.	Forest area as a proportion of total land area; 30% terrestrial resources are effectively managed	Christine Fejeran, DoAg	DoAg, BSP, CLTC, DLM, GCMP and DPR	Med.	
TNR 1.4 Reforest 30% of Guam watersheds on local, federal, and private lands		Submit to plan to Governor for review. Create a compilation of forests being managed & research inventory. Review work already done for terrestrial resources under the Micronesia Challenge Initiative.	Progress towards sustainable forest management; Proportion of land that is degraded over total land area; 30% terrestrial resources are effectively managed	Vangie Lujan and Patrick Keeler	DoAG, BSP, UOG-CIS, GEPA, TNC, GNA, GWA,	Low	

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	TNR 1.5 Increased conservation outreach to increase awareness amongst the Guam population on forest, soil, water quality, invasive species etc.	Develop a program for training young adults (e.g., Guardians of the Reef model)	<p>The G3 Conservation Corps Project will commence with one (1) month of recruitment and planning, followed by five (5) straight months of sustainable action. A full-time team of twelve (12) G3 Conservation Corps crew leaders and supervisors will implement activities, including the cleaning of public areas, identification and removal of illegal dumpsites, general sorting of recyclables, sorting and preparation of plastic waste as feedstock for plastic recycling machines (e.g., Precious Plastics), removal of invasive species (e.g., chain of love vines), seed collection and tree planting, and increasing energy efficiency of public buildings.</p> <p>Develop innovative teaching tools to reach students at all technological levels including pre-recorded A/V lesson plans.</p> <p>Decrease annual fires; increase in teachers that have watershed concepts in their lesson plans.</p> <p>Work with schools, NGOs, and businesses to develop contests and challenges to actively engage students</p>	# of youth participating in G3 Conservation Corps; Projects conducted by G3 Conservation Corps	Austin Shelton	UOG GLF	High

Subcct	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	TNR 1.6 High valued forest and marine areas will be under protection and properly managed.	Complete the Vulnerability Assessment on Natural Resources from the Impacts of Climate Change (VANRCC) (this will be at a least a 1-2 year task needing two dedicated full-time employees).	Identify funding for the Draft Vulnerability Assessment for Natural Resources and the resulting VANRCC. Create a timeline. Identify and fund people to do this work, i.e., Romina King, an environmental economist familiar with environmental law	Amount of land and water that is protected; number of policies developed	Romina King	UOG; BSP; CCRC	High
		Identify and pilot-test nature-based solutions that would be most appropriate for Guam	Assess nature-based solutions (NBS) projects	# of NBS identified in assessment for natural resources and climate change	Romina King	CCRC	High
		Identify additional terrestrial areas (if any) for environmental protection, management, conservation	Apply for grants and/or acquire funding. Write a report with legal and economic recommendations and metrics including rank of natural resources least vulnerable to most vulnerable, using GIS & economic valuation of resource Recommendations in the report. Develop and improve GIS datasets	# of areas under protection, # of GIS datasets created; % of people supporting more protected areas	Romina King and Jesse Cruz		Med.
		Create legislation to effectively support new environmental protections		Number of policies created	Vangie Lujan		Med.
		Create a monitoring plan for protected areas; identify and collect baseline data	Initiate the development of a terrestrial monitoring plan. Identify metrics and define "success" and "effectiveness", i.e., economic and community benefits	Monitoring plan done; establish baseline	Else Demeulanaere (UOG CIS)		High
		Create a monitoring plan for areas involving communities		# of communities engaged and in support of protected areas	Christine Fejeran, DOAG		Med.
	TNR 1.7 Wildfires are reduced by 3% of land area annually	Update laws, required rules, and regulations related to arson. Increase the number of conservation and enforcement officers by 50%. Increase personnel capacity for reforestation, urban, and rural forestry management, and wildland firefighters and investigators. Elevate forestry personnel who respond to wildfires to public safety.	Improve the community's understanding of fires and support agencies to reduce wildfires by developing Community Wildfire Protection Plans for villages (e.g., 1 North, 1 Central, and 2 South).	number of fires set per year; amount of burned acreage per year; number of arrests per year; number of investigations conducted per year; number of trained and certified wildfire investigators; Number of CWPPs	Christine Fejeran, DOAG-FSRD	Depart of Ag – Forestry; Guam Fire; Mayors	Med.
			Provide adequate funding to agencies that fight fires including Department of Agriculture				High
			Provide incentives and alternative methods for hunting without fire				High
			Increase enforcement				Med.
	TNR 1.8 100% of the 2030 Micronesia Challenge goals are met, i.e., effectively manage 30% terrestrial resources.	Guam will effectively manage 20% of its terrestrial resources.	Update the Micronesia Challenge Strategy for Guam to incorporate the 2030 targets for fisheries, invasive species and climate change	Progress with MC working groups to address marine and terrestrial goals	Vangie Lujan, Guam MC Focal Point	CCRC; MC Working Groups	Med.

Priority Level	Partnerships	Action Lead	Metrics	FY21-22 Action Items	10+ Year Goals	3-5 Year "SMART" Objectives
High	CCRC; UOG; BSP; GEPA; Depart of Ag; DPR; DLM; CLTC; Mayors, Soil and Water Conservation Districts; UOG School of Engineering; CIS; GEPA, DLM, GLUC DPW, DPR, GHRD	Edwin Reyes, BSP-GCMP	1) number and frequency of projects utilizing nature-based solutions; 2) habitat health indicators 3) control of feral pig population; - Land cover type (forest vs developed), % cover change in invasive plants # of NBS requirements, supporting policies, and/or incentives	Promote the use of green and natural infrastructure such as rain gardens; watershed management; stormwater management; wetland and mangrove health; protection of native forests; promotion of planting native species; installing fencing to reduce ungulates; BMPs for cooling / energy cost reduction; and NBS interventions	TNR 1.9 100% of new development considers best management practices and nature-based solutions and 70% of all development implements appropriate BMPs and NBS	Determine appropriate nature based solutions for erosion reduction, watershed management, and improve mangrove health in priority watersheds. Build capacity and workforce that implement nature based solutions e.g., Conservation Corps Program
High	DoAg, UOG CNAS	Else Demeulenaere	Adopt relevant local legislation and adequate resourcing for the prevention / control of invasive alien species. (relating to cultural harvesting practices and sustainable waste management, rhino beetle, etc.); # of coconut trees	Develop rules and regulations.	TNR 1.10 Increased number of coconut trees.	Develop a reforestation plan for coconut trees.
Low	Ian Catling, DPR		Management plan agreed upon by managing agencies	Begin transfer of lands to GovGuam.	TNR 1.11 Government acquires high value land resources to enable conservation and preserve continuous forest and ecosystem connectivity (i.e., Tanguisson Beach).	Develop a conceptual plan for conservation and management

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	TNR 1.12 Guam will have a full suite of water quality and ecological management plans and reports. Guam Water Quality Standards updated.	<p>Commence water quality and ecological assessments in northern watersheds and reefs.</p> <p>Hold a meeting with the northern community and agency partners to present results of the water quality and ecological assessments.</p> <p>Data sets will be available to Guam EPA to support an update to their water quality standards.</p> <p>Updated WQS will be submitted to the Guam Legislature approval and promulgation</p> <p>Report cards for southern and northern Guam watersheds will be produced</p>	<p>Continue water quality and ecological assessments in southern watersheds and reefs.</p> <p>Conduct a meeting with the southern community and agency partners to present results of the water quality and ecological assessments.</p> <p>UOG Sea Grant will develop and turn over a data set on water quality standards to Guam EPA.</p>	Data set available for use in management documents and reports	Walter Leon Guerrero, GEPA and Jesse Cruz, GEPA	UOGSG, UOGML, DOAG-DAWR, GEPA, U.S. EPA	Med.
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Subgoal	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	TNR 2.4 All fishers in Guam are licensed and mandatory data streams are flowing	Implement a fishing license program.	Start fishing license process with legislation directing funds from the licenses to enforcement and conservation program/projects.	Fish licensing and data reporting are implemented	Chelsa Munar-Brech, DoAg / Jay Gutierrez, DoAg-DAWR	DoAg, UOGML, TNC	High
		Conduct at least 4 stakeholder meetings a year with the fishing community on a license program	Schedule stakeholder meetings. Consider fishing rights and community input on a fishing license process.	# of stakeholder meetings and # of participants	Jay Gutierrez, DoAg-DAWR		High
		Create a fishery monitoring plan for Guam.	Secure funding to assess data, database formats, and data gaps. Plan standard data collection methods. Write tech report.	Fisheries monitoring plan completed	Jay Gutierrez, DoAg-DAWR		High
	TNR 2.5a Implement a fisheries management plan including any revised or new legislation	Integrate a holistic fisheries management for Guam in Seashore Reserve Plan (e.g., MPA, species guidance, SCUBA, legal and enforcement assessment)	Create a position or contract to do a legal review of all fisheries regulations. Evaluate legislation pertaining to fishing and boat use. Conduct an enforcement review.	Management plan established and implemented;	Chelsa Munar-Brech, DoAg and Jay Gutierrez DAWR	DoAg, UOGML, TNC	High
	TNR 2.5b Controlling or eliminating unsustainable fishing practices	Develop and enact legislation that requires SCUBA certification for all tank rentals.	Work with local businesses on an agreement to require SCUBA certification cards for all tank rentals, limit to 2 tanks/person/day	Degree of implementation of instruments aiming to combat illegal, unreported and unregulated fishing.	Brent Tibbatts, DoAg-DAWR	DoD, Navy, local dive shops, DPHHS	High
		Track the number of decompression cases.	Partner with Navy Dive Locker on decompression cases data share.				High
	TNR 2.5c Fisheries management plan has species management guidance based on regulations, stock assessment. Increase local fisheries capacity.	Conduct population viability or stock or species assessment.	Gather all available data sources to prepare for population viability or stock assessment. Develop data sharing agreement among all active agencies, researchers as it pertains to Guam fisheries.	Management options based on ecosystems target and population viability for stock assessment analysis	Chelsa Munar-Brech, DoAg		High
	TNR 2.6 Increase regulation and awareness to ensure sustainable tourism and recreational use on Guam's coral reefs (Goal transferred from HPC on 10/21/20, prior to numbering goals)	Look into existing laws that regulate marine activity. Expand GVBs Tour Guide Certification Program to include marine tour operators. Develop tourist educational campaigns. Fully implement the Eco-Permit.	Conduct research and list existing laws that regulate marine activity. Implement coral bleach alert network. Update signage at the marine preserves. Conduct public awareness campaigns. Implement the Hotel for Reefs program.	1. Number of accredited marine tour operators; 2. Number of participants in the hotel for Guam program	Taylor Pangelinan, GVB	BSP, Marine Tour Operators, DoAg, UOG Sea Grant, Guam EPA, GHRA, Guam MC Focal Point	High
		Shift from reactive efforts to proactive, adaptive coral reef management. (Objective from HUT 2.2 on 2/4/21)	Continue research at UOGML Pilot project to get data on microplastics in water column.	Index of coastal eutrophication and floating plastic debris density.	Laurie Raymundo		High

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	TNR 3.1 Youth will be involved in effectively managing Guam's natural resources and participate in community events that reduce climate change impacts in their neighborhood.	Increase youth participation in activities that address climate change. Develop an app to report engagement activities. Further youth education on climate change by starting mentorship programs.	Identify nonprofit organizations, community groups, and youth organizations that raise awareness on climate change impacts. Develop partnerships with organizations with. Provide a holistic approach of conservation that engages students in understanding climate change. Work with Mayors to have activities within villages	number of youths interested in climate change activities	Michelle Voacolo, Heidi Ballendorf, Kyle Dahilng	BSP, NPOS, GDOE; GCC, UOG, Private and Charter schools; DoAQ, MCQG, MCCA, Soil and Water Conservation Districts; Youth Congress	High
	TNR 3.2 70% of the general public will be climate change literate	Increase climate literacy to 50% of the public by having relevant agencies conduct an outreach campaign to inform public about climate change, its impacts, and solutions targeting high-traffic, high-population areas and vulnerable communities.	Conduct a survey to determine the community understanding of climate change and its impacts.	number of adults who understand the impacts of climate change	Vangie Lujan / Romina King	UOG; GCC, GDOE; Local Media	High
	TNR 3.3 Climate Change Resiliency is fully implemented across all sectors	Develop a dynamic multi-sectoral Climate Change Resiliency Plan Adopt an Integrated Climate Change Resiliency Policy.	Identify and obtain funding to implement the CC Resiliency Plan. Identify relevant sectors to include i.e., public health, land management, natural infrastructure, etc. Support the CCRC and Working Groups. Train and hire officials to lead climate change initiatives (duties to include networking with org and agencies, create social media). Seek funding to support efforts as needed.	Completion of the CC Resiliency Plan; number of GIS datasets	Vangie Lujan / Romina King	CCRC and GovGuam agencies and NGOs	High
			Hire two full-time, floating climate change staff to support Government Agencies and incorporate impacts of climate change into their planning. Establish an Interagency Climate Change Bureau with a supervisor in the Office of the Governor. GovGuam will adopt a climate change policy that will provide guidance for future development. Propose necessary policy legislation to accompany the Climate Change Resiliency Plan (e.g., strengthen building code, flood plains, development, etc.).	Vangie Lujan / Romina King	Vangie Lujan / Romina King	CCRC and GovGuam agencies and NGOs	High
				Vangie Lujan / Romina King	Vangie Lujan / Romina King	DPW, BSP, GEPA	High

Climate Action

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	TNR 4.1 Fluid management of Endangered Species Act and Guam Endangered Species Act plans with localized ESA funding and grants to current projects. Guam has international representation through CITES and CMS.	Work to pass new GESA legislation. Develop and implement a Habitat Conservation Plan for Guam for both ESA and GESA. Actively identify and apply for grants focusing on species on ESA and GSEA. Guam develops a presence at the UN, Convention on International Trade in Endangered Species, International Union for Conservation of Nature, and Conservation of Migratory Species meetings regarding endangered species.	Revise GESA legislation from annual updating to "as needed basis". Review GWAP to identify species currently not included (aka sharks and rays) and GESA fish, plants, and animals not represented.	Revision of GESA legislation; minor revisions for GWAP to include all species	Julie Hartup, Jay Gutierrez, and Else Demeulanaere	DoAG, USFWS, UOG, GLUC, DPW, GEPA, GWA, GHRD	Med.
	TNR 4.2 Better management, elimination, and control of invasive species	Increase the number of inspectors trained quarantine officers to 15. Update the biosecurity plan.	Ensure enforcement of existing regulations. Develop/ augment existing regulations on commercial importation of soil, seeds, plants, etc. Department of Agriculture will conduct outreach and training for quarantine procedures and revisit biosecurity plan.	Adopting relevant local legislation and adequately resourcing the prevention or control of invasive alien species.	Else Demeulanaere	DoAG, GEPA, DOD, Customs, Quarantine, DHS, UOG	Med.
	TNR 4.3 Guam has a sustainable funding source for managing terrestrial and marine resources.	Apply for funding from the Tourist Attraction Fund. include expedited fee in building permits that would go towards conservation. Guam will utilize Micronesia Challenge Endowment funds for terrestrial and marine conservation projects.	Identify funding and apply for grants.	Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems resources from all sources to conserve and sustainably use biodiversity and ecosystems	Vangie Lujan and Fran Castro	DoAG, UOG CNAS, BSP	Med.
	TNR 4.4 A central repository or a library of technical reports and grey literature is established, and personnel is funded to manage conservation						High
	Identify a process and funding to establish and manage a repository for technical reports, grey literature, grey literature, and data related to conservation and climate change. Pass legislation that identifies an entity to manage and maintain the repository with annual funding. Finalize the procedure to identify and acquire data sources. Have a linked list on the G3 website of agencies/orgs with reports, literature, online libraries, and/or contact information.						High

Cross-cutting topics/issues

Subject	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Lead	Partnerships	Priority Level
	TNR 4.5 Increased availability of technical and scientific literature to agencies and public. Operational marine research database. Local government oversight position is created to track and make available the natural resource research and surveys.	Obtain technical reports for local consumption. Design database and identify a lead to manage it.	Have a central location on a GovGuam, UOG or DOD website that will share what marine and terrestrial resources research is being conducted in Guam waters. Develop a third party programmatic agreement to track military research. Request for a military liaison.	Increase awareness and information sharing of marine animal populations and terrestrial research / projects	ORSP (Rachael LG); RCUOG (Cathleen)	DoAg-DAWR, UOG Sea Grant, UOGML, ORSP, RCUOG	High
	TNR 4.6 A streamlined and automated review process that integrates environmental stewardship into the regulatory and permitting process at all stages of development or future land use decisions. (Goal transferred from TNR 1 on 3/25/21)	Create legislation and/or update agency rules to streamline the development and land use requirements in Guam to ensure that building permits or matters before the Guam Land Use Commission has an evaluation component to assess impacts to natural resources. Completion of Habitat Conservation Plan.	Reevaluate the role of the Application Review Committee (ARC). Assess the permitting and land use regulatory framework and target areas for improvement.	Creation of a new streamlined review process for development - Yearly updates of the Development Requirements for Guam Guidebook.	Vince Arriola, DPW	DLM, BSP-GCMP, GEPA, GHRD, DPR, DPW, DOAG, USFWS, ACOE,	High

Guam Green Growth Action Framework

Self-determination and Decolonization							
Category of Action	Sustainable Alliances						
Team Chairs	Co-chairs: Melvin Won Pat-Borja (GCD) and Melissa Savares (MCOG); Vice Chair: Trina Leberer (TNC)						
Team members	Dr. Ken Gofigan Kuper, Sarah Thomas-Neddedog, Vera Topasna, Cliff Kyota, Dr. Nicole Damaj, Nolan Flores, Britanna Duengas						
Last Update	March 24, 2021; action items were updated in Goal ALL 1!						
Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Leads	Partnerships	Priority Level
ALL 1] Cooperation between the UN, US, and the Government of Guam to achieve political equity and the resolution of Guam's self-determination and decolonization	To have a visiting mission from the United Nations targeting political status by 2025. Discussion to include the sustainable development goals and recognizing G3 as being part of this work.	To produce regionalism and international organizations study on what we are a part of what we are eligible for, and what we can push to become part of. Find out what are the current channels of communication between Guam and these international organizations.	Guam going on record at the United Nations as requesting for a visiting mission; U.S. approving visiting mission	Melvin Won Pat-Borja	Gov's Office, GL Regional Affairs	High	
	To consider obtaining associate member status in the Pacific Islands Forums by 2025.	To connect with other Pacific & Micronesian organizations to enhance regional & sub-regional alliances (i.e., MIF) in light of Micronesian contingent withdrawing from PIF. (Action item updated on 3/31/21)	Assessing the value of obtaining associate member status and regional support for both PIF and MIF	Ken Kupper	Gov's Office, GL Regional Affairs, GovGuam Reps.	Low	
	To become part of the Pacific Islands Development Forum by 2024.	Research membership process and requirements.	Documented communication between GovGuam and Pacific Islands Development Forum leadership regarding membership	Ken Kupper	Gov's Office, GL Regional Affairs, GovGuam Reps.	Low	
	To participate annually in U.N. Economic and Social Commission for Asia and the Pacific (ESCAP).	Follow up on Guam's Associate Member status and register for next ESCAP forum.	Documented presence at the U.N. ESCAP meeting	Sarah Thomas-Neddedog	Gov's Office, GL Regional Affairs, GovGuam Reps.	Low	
	To participate annually in The Pacific Community.	Research historical involvement potential areas of growth.	Progress on Pacific Community involvement	Melvin Won Pat-Borja	Gov's Office, GL Regional Affairs	Low	
	To participate in the Micronesian Islands Forum and advocate for Guam's inclusion on Compact of Free Association negotiations.	Engage with Micronesian leaders to strategize sub-regional approach and Guam's inclusion. (Action item updated 3/24/21)	Documented presence at Micronesian Islands Forum	Melvin Won Pat-Borja	Gov's Office, GL Regional Affairs	High	
	To participate and engage in Alliance of Small Island States (AOSIS).	Research historical involvement potential areas of growth, and elevated member status.	Documented correspondence with AOSIS on elevated member status	Sarah Thomas-Neddedog, Mayor Savares	Gov's Office, GL Regional Affairs	Med.	

Priority Level	Partnerships	Action Leads	Metrics	FY21-22 Action Items	3-5 Year "SMART" Objectives	10+ Year Goals
High	Gov's Office, GL Regional Affairs, DCA/Kumision, UNPO	Melvin Won Pat-Borja	Documented communication with policy-makers regarding draft of regional statement	Gauge 36th Guam Legislature's level of support. Identify partners in Legislative and Executive Branch. Draft a statement.	To have the Guam Legislature and the Executive Branch spearhead a regional solidarity statement (endorsed by Governments of FSM, RMI, and Palau) featuring an aggressive stance on the defense of our natural resources through regional sovereignty and cooperation.	
High	Gov's Office, GL Regional Affairs, GovGuam Reps.	Ken Kuper, Nolan Flores	Completion of regional and international organizations report	To gain regional support and commitment on a UN Level and use this support to leverage negotiations with the State Department.	To ensure that Guam is represented by the Government of Guam in regional and international organizations.	
Low	Gov's Office, GL Regional Affairs	Melvin Won Pat-Borja	Progress of completion for both databases (via the inclusion of entries)	To compile a database of MOAs and to establish and expand MOAs.	To establish and expand working partnerships with regional NGOs and to have local organizations engage and partner with them.	All 2.1 Guam will have a coordinated voice to achieve G3 Action Framework goals through local governing bodies
Med.	Government Task Forces; Working Groups; Gov's Office Protocol, Mike Weakley, Boards & Comms	Lauren Swaddell, Cliff Kyota, Sarah Thomas-Nededog	# of organizations engaged and connected with G3; # of meetings participated in or G3 presentations given to local organizations	Maintain connections with local boards, organizations, task forces, and commissions. Encourage integration and synergies with the G3 Action FRAMEWORK and dashboard.	Promote a coordinated local agenda to achieve a sustainable future by engaging governing bodies of local boards, commissions, task forces, and organizations.	All 2.2 Guam will have a coordinated and unified voice on local, regional, international, and global stages
Med.	Gov's Office, GL Regional Affairs	Melvin Won Pat-Borja	Progress of process creation	To develop a process through collaboration with stakeholders (experts, Guam Leg.; Executive Branch).	To establish a Government of Guam International Policy Clearinghouse to create a uniform approach to international relationships, policy, and diplomacy by developing a GovGuam international "policy, vision, and mission statement".	All 2.3 Guam will have trained diplomats to develop and maintain international relationships to prepare Guam for political status change and transition
Informed, Clear, and Unified Message						Subcat

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Leads	Partnerships	Priority Level
	All 3.1 To have a government, private sector and community that proactively acts in accordance with the interest of genuine security of the island. To develop a Guðhan centered security framework based on peace and sustainability	To convene a conference on geopolitical futures and Guam's place in the new era of Great Power Politics related to a peaceful society.	To begin the planning process for the conference (date, possible participants, etc.).	Documented progress towards conference planning	Ken Kuper, Nolan Flores, Vera Topasna	Gov's Office, GL Regional Affairs, CDLO, UOG, PSSA	Low
		To use international and national recognition of the impacts of nuclear contamination to affect regional and international policy on environmental protection and mitigation.	To identify existing mechanisms and identify potential use.	Documented progress on research and creation of list with international sources	Nolan Flores, Ken Kuper	Gov's Office, GL Regional Affairs, PARS, DCA, Regional Orgs., UOG Social Work Program, SWSA, NASW, Prutehi Litekyan	Med.
		To examine current mechanisms and to develop further mechanisms for more Department of Defense accountability to the Government of Guam regarding military activities in the island especially those that impose on the rights of indigenous people.	To begin preliminary research for report on current mechanisms and recommendation for future mechanisms. Support official UN filings on human and indigenous rights violations as a result of the militarization of Guam. Collaborate with community organizations like Prutehi Litekyan and Blue Ocean Law to file further submissions to other UN arms. Compile the history of Guam's voice at the UN, i.e., what have we said on record. How this can be used to build our case for a visiting mission, sovereignty, self-government, political self-determination, and decolonization.	Documented progress on research for report on GovGuam-DOD relationship.	Melvin Wan Pat-Borja, Vera Topasna	Gov's Office, GL Regional Affairs, CDLO, Blue Ocean Law, Prutehi Litekyan, HPT, SHPO, UOG Social Work Program, SWSA, NASW	Med.
		To have a governmental framework which addresses the political and social effects of climate change on the island and the region.	To produce a white paper on the political and social (current and future) effects of climate change in Guam and the region.	Draft of political and social climate change effects report completed	Ken Kuper, Nolan Flores	UOG, GCC	Low
		To identify regional and international organizations and forums to support local food security, zero waste, and island sustainability. To have the Guam Legislature and the Executive Branch engage organizations on involvement and collaboration.	To compile a database of organizations/forums with eligibility requirements and potential avenues for involvement and collaboration. Assess the applicability of UN Food Security organizations to Guam.	Progress of completion for both databases (via the inclusion of entries)	Sarah Thomas-Nededog, Mayor Savares	MCOG	Low
		To review existing and upcoming legislation and ensure adequate language to support enforcement & implementation law.	To identify relevant legislation & develop a process for review (i.e., farm bill, local goods procurement law).				Low

Genuine Security, Peace, and Prosperity

Subcat	10+ Year Goals	3-5 Year "SMART" Objectives	FY21-22 Action Items	Metrics	Action Leads	Partnerships	Priority Level
	All 3.2 Ensure the workforce interest and discussions are represented in regional forums such as the Micronesian Island Forum	Supporting the work of the Regional Workforce Development Council through the Guam Workforce Development Board and its planning structures.	Update Workforce Planning plans, policies, initiatives.	Number of updated workforce plans, policies, initiatives; Number of workforce partnerships created or maintained	Nicole Dhanraj, Mayor Savares, Cliff Kyota	ECC Island Team	Low
		Update the RWDC Workforce Strategic Plan for the MIF	Improve regional workforce development reporting.				Low
		Support research and analysis of conditions for regional economic development within Micronesia	Increase collaborative partnerships and programming across all workforce partners and cooperators.				Med.
	All 4.1 Maintain international and global partnerships that will help advance Guam's efforts to achieve the goals in the G3 Action Framework	Enhance international and global support and partnerships for implementing effective and targeted capacity-building in Guam to implement Guam's current Strategic plans which complement the UN's Sustainable Development Goals.	Connect with networks, forums, and events to participate in. Attend Hawaii Green Growth Local2030 Hub, the Global Islands Partnership, the Global Consortium for Sustainable Outcomes, and the U.S. Climate Strong Islands meetings and events. Serve in steering committee roles to represent Guam and Micronesia interests.	Number of networks, forums, and events Guam participates in; Number of partnerships and/or collaborations formed	Austin Shelton and Lauren Swaddell	HGG, GLISPA, Local2030 Islands Network, U.S. Climate Strong Islands Network, GCSSO	Med.
	All 4.2 Maintain regional partnerships that will help advance Guam's efforts to achieve the goals in the G3 Action Framework	Enhance regional support and partnerships for implementing effective and targeted capacity-building in Guam to implement Guam's current Strategic plans which complement the UN's Sustainable Development Goals.	Connect with regional partners committed to island sustainability. Maintain and strengthen regional partnerships and activities. Attend Micronesia Challenge, the Secretariat of the Pacific Regional Environment Programme, The Pacific Community, WESTPAC Fisheries meetings and events. Serve in steering committee roles to represent Guam and Micronesia interests.	Number of networks, forums, and events Guam participates in; Number of partnerships and/or collaborations formed	Austin Shelton and Lauren Swaddell	Micronesia Challenge, SPREP, SPC, WESTPAC Fisheries	Med.
	All 4.3 Maintain local partnerships that will help advance Guam's efforts to achieve the goals in the G3 Action Framework	Enhance local support and coordination for targeted capacity-building to implement Guam's current strategic plans complimenting the UN Sustainable Development Goals agenda.	Maintain and build G3 connections with local partners to encourage integration and synergies.	Number of local partnerships	Mayor Savares	Gov's Office, MCOG, UOG, GCC, CIS	Med.

Partnerships to Advance the Goals

