

A NEW SEASON

THE **CAMACHO**  **ADA** PLATFORM

Seven Pillars of *Influence & Opportunity*



TABLE OF CONTENTS

4	PREAMBLE
6	INTRODUCTION
9	PILLAR OF BUSINESS
16	PILLAR OF EDUCATION
18	PILLAR OF FAMILY
19	PILLAR OF GOVERNMENT
26	PILLAR OF FAITH
28	PILLAR OF JUSTICE
31	PILLAR OF HEALTH
36	SUMMARY
38	ACKNOWLEDGEMENT

**We dedicate this platform
in Remembrance, Admiration
and Gratitude**

To all those on our island whose lives were lost as a result of COVID -19 and most especially to those who stand strong in the face of danger so that our people may be protected –

To the men and women of our military, our law enforcement, our dedicated medical professionals and all first responders of every sector of our community –

And to all the people of Guam

PREAMBLE

The Camacho Ada 2022 Platform is a statement of who we are and our vision for Guam.

The Platform is a result of conversations, discussions and thought provoking ideas with residents across our community with a focus on what our people believe is the direction and the way forward for Guam now and into the foreseeable future.

Our island faces unprecedented uncertainty with great fiscal, social and economic challenges, and over the past two and half years has suffered through the longest and most severe economic downturn in our island's recent history. Many of our people have experienced the burden of lost jobs, lost homes, and lost hopes. Meanwhile, the Government of Guam has expanded its size and scope.

Put simply: These times have called for trustworthy leadership and honest talk about the challenges we face at every level of our island community. Our island and our people cannot afford the status quo. We must begin anew, with profound changes in the way government operates; the way it budgets, taxes, and regulates.

That is the choice facing the people of Guam this November. Every voter will be asked to choose between the status quo of rising crime and a cost of living that is out of control or a proven and tested leadership with a plan for our island where every Guamanian who values freedom, works hard, dreams big can achieve anything he or she wants.

This Platform affirms that Guam has been and should be a place where our people can turn their dreams into reality, and so it will be again, if we return government to its proper role, making it work better and accountable to the people of Guam.

- If we restructure our island government's most important programs to avoid their unnecessary financial challenges, we can help more residents as these programs were intended.
- If we keep taxation and regulation to a minimum, the private sector will thrive growing our tax base and government can better serve each and every customer at every level.
- If we cultivate entrepreneurship, and innovation we can build an economy on Guam for the 21st Century and beyond.
- If we lift up our brothers and sisters who are struggling and the middle class, future generations will inherit a legacy of growth and prosperity that we can all be proud of.

Felix Camacho and Tony Ada are experienced leaders you can trust who understand the challenges ahead and have a plan and a positive vision for Guam's future — a vision of Guam renewed and strong. They know Guam's potential that lays ahead. It will take honest results-oriented, trusted leadership to enact good policies for our people. They will provide it.

INTRODUCTION

Our island is in the midst of changing and uncertain times. The past three and half years have been a very difficult time for the people of Guam, where confidence once reigned, fear now resides, and hope for a better tomorrow is today overshadowed with despair.

Our island is changing.

Four years ago, we were on the path of prosperity. Healthcare services and facilities were expanding, public safety personnel and resources were increasing, high school graduation and college enrollment numbers were growing. Guam's economy was also expanding- tourism was at an all-time high, unemployment at an all-time low, and a record number of new businesses were opening, while existing businesses were growing. The future was bright.

Today, island residents and small businesses owners are struggling to survive. Families are struggling to buy food, while the rising price of power, water, and gas weigh down on them. Rents have increased substantially, and the once attainable dream of homeownership is now "extremely unaffordable." During this same period, we have seen a record number of local businesses close for good, many of our young people and families have moved out of Guam, our children have fallen behind on their education, and crime is to a point where our people no longer feel safe in their own homes.

Promises made by leaders, four years ago, are today overshadowed by residents struggling just trying to keep food on the table, a stagnated healthcare system, an epidemic of substance abuse and rising crime. At the leadership level, government leaders have overstepped their authority, taking away the basic rights of our citizens and the freedom to decide what is best for their families or their businesses. On this current track, the quality of life for Guam residents is suffering and poverty increasing.

Looking Back... In 2002, Guam's economy hit rock bottom. Our island was steeped in an economic crisis triggered by the Asian economic recession, regional pandemics (SARS), and natural disasters (Typhoons Chata'an and Pongsona). Despite the physical destruction and economic disaster, with the right leadership, we climbed out of it together, setting Guam up for 16 years of progress. Despite our challenges due to limited government funding between 2003 and 2018, our island progressed year-after-year. During this period, the progress was evident:

- **Economy:** Unemployment went down and wages went up. Tourism arrivals grew to record arrivals, new airlines serviced the island, existing hotels were renovated, new hotels were built, and federal spending grew. A record number of new businesses opened their doors, creating higher paying jobs across many different industries. Over 10,000 new private sector jobs were created.
- **Public Safety:** An increase in public safety officers, modern equipment to serve the public and new facilities came online in the northern, central, and southern regions of the islands. Law enforcement agencies saw a significant increase in pay as well.
- **Healthcare:** New private healthcare facilities like the Guam Regional Medical City opened, and Guam's healthcare services and facilities were expanded for island residents island-wide. Guam Memorial Hospital awarded accreditation after 25 years.
- **Education:** Five new public schools were built and expanded while graduation rates at Guam's high schools and colleges increased. New buildings were completed at Guam Community College and the University of Guam. Three new public libraries were completed.
- **Infrastructure:** Miles of roadways were improved and added, Guam's utility and solid waste system were modernized, new public recreation facilities were built, and Guam's seniors saw new senior citizen center facilities. Thousands of acres of federal lands were returned to original landowners.
- **Housing:** Approval and implementation of the Low Income Housing Tax Credit Program created many new opportunities for families to buy homes.

Looking Ahead... Our island community is at a crossroads. Guam has seen record unemployment due primarily to the pandemic. Our number one industry of tourism has seen arrivals drop to all-time lows. While government leaders seem more distracted with internal disputes and spending tens of millions of dollars to modernize a single community park, the required focus of revitalizing Guam's most important industry has been misplaced.

The reliance of federal expenditure has compromised our workforce's ability to achieve their dreams independently. A new medical campus and deferred

maintenance of government facilities have not been realized. Our homeless population continues to increase with many of our people living in parks and on the streets. Crime is rampant all over our island. The decision made in this upcoming election will determine if we stay on the current track by choosing the status quo or if we chart a new course with proven leaders who have brought us through crisis before. The destiny of our island is at stake in this election.

If you are unclear about which decision to make, ask yourself the question:

Are you better off today than you were four years ago?

On the current leadership path, substance abuse, crime, poverty and dependency on government will increase and our families will be unable to afford basic food and shelter. On the other hand, Felix Camacho and Tony Ada are proven and tested leaders. You know them. They have brought our island family through crisis before and are ready to lead our island past the effects of the global pandemic and related economic misery to greater prosperity in the next decade to come.

The Camacho Ada priorities are rooted in Seven Pillars of Influence and Opportunity:

BUSINESS	Rebuild and Cultivate a Strong and Diverse Economy
EDUCATION	Develop a 21st Century skilled and ready workforce
FAMILY	Strengthen our Families and Family Values
GOVERNMENT	Make Government Work Better by Improving Support & Services
FAITH	Strengthen Faith-Based Initiatives, Freedom and the Dignity of Human Life
JUSTICE	Attack the Crime and Drug Epidemic
HEALTH	Promote a Healthier, Cleaner and Safer Island Community

These Seven Pillars of Influence and Opportunity are what influences our culture and drives the way we think and live on a daily basis, and if we are to make any significant impact or change, we must engage these Seven Pillars, by so doing we can bring change and transformation to our government and our island.



BUSINESS

Rebuild and Cultivate a Strong and Diverse Economy

Governments don't make money or create prosperity! Fiscal prosperity is generated in the private sector and is the product of self-discipline, enterprise, saving and investment by individuals with strong morals and resolve. However, governments can fuel the private sector through policies and initiatives which can open the door for opportunities within the private sector to grow a strong and diverse economy. It is government's role to help facilitate a vibrant and growing economy by providing an effective, responsive and efficient government that serves all our people. This is at the heart of the Camacho Ada economic plan for Guam.

Council of Economic Advisors

The Camacho Ada team will convene a Council of Economic Advisors immediately upon taking office to begin the urgent task of moving our economy forward. The council will consist of key decision makers from major business industries as well as academia, government, social, federal and economic experts. The council will work jointly with key government agencies involved with tourism, economic development and commerce, regulatory and financial services.

Tourism

The Camacho Ada Tourism Economic Stimulus Plan must first re-engage our local community with the tourism industry as they must be intertwined together. We must get back to basics and engage our original source markets of Japan, Korea and Taiwan by aggressively marketing Guam as a safe, clean, friendly and exciting visitor destination. With the return of tourists from key markets on a daily and monthly basis, it lags far behind the pre-pandemic visitor arrivals of 130,000 visitors monthly. With this new endeavor in step with the foundation of our traditional approach to tourism, The Camacho Ada tourism goal is to achieve 100,000 visitors on average per month or 1.2 million visitors by 2024.

While we recognize and support the hard work and efforts of the management and staff as well as the board of directors of the Guam Visitor's Bureau in re-opening our tourism market, more must be done aggressively to get businesses to re-open, clean up our island, offer new attractions to get Guam ready for more arrivals. We will look at a new approach in the managing of the Guam Visitors Bureau on the heels of initiating a new Guam Economic Expansion Plan which includes the following initiatives:

- **Airline Capacity:** We will work closely and collaboratively with all our pre-pandemic airline partners servicing our island to find ways including incentives to increase and expand airline seating capacity in order to meet and exceed our overall visitor numbers. In addition, we will seek out and expand other airline carriers to service our island.
- **Community Engagement:** We need to work to make sure our local residents and local communities are re-engaged and benefit from tourism by supporting programs valued by our local people and aligned with the Guam Visitors Bureau's destination brand and image; promoting effective communications on events and activities to both local residents and visitors; enhancing and strengthening strong relationship between our local residents and visitors; and establishing long term partnerships that will result in a resilient tourism workforce and strong community bonds.
- **Natural Resources:** We will dedicate needed resources for programs and initiatives that enhance and support our natural resources, a cleaner and beautiful island and cultural sites as a means of improving the quality of life for our local residents but also enhances the visitor experience to our island.

The New Economic Drivers of the Guam Economy

While Guam's two major economic industries are tourism and military, our island's economy has seen major setbacks the past few years due primarily to the pandemic. As the pandemic loomed, private citizens and local businesses were denied* the freedom to choose what was best for their family or their business. Government agencies essential for business and economic growth, shut their doors for months, without attempting to safely provide service by restructuring operations, or requiring remote work, like the private sector. Rather than working with local businesses on how they might safely open and operate,

government leaders resorted to unprecedented measures, like creating military checkpoints on major roadways, blanket decisions on which businesses could stay open and which ones would close, or deciding how many or what kinds of residents could enter an establishment. Because of broad wholesale decisions like these, many local businesses closed their businesses for good, leaving business owners in financial jeopardy, and employees without jobs.

When it comes to our economy and local businesses, Felix Camacho and Tony Ada will collaborate on important decisions with the stakeholders across all sectors impacted and will immediately stop the interference of government in the opening and operations of our island's entrepreneurs.

Additionally, the pandemic has shown us that economic diversification in non-tourism related industries is vitally important to our sustainability. Industries such as light industrial manufacturing, agriculture, aquaculture, trans-shipment, communications, international banking, and small business growth must be supported and pursued aggressively. The Camacho Ada team will convene an Economic Diversification Task Force whose task is to focus on economic diversification and the building of new industries. In addition, we must revisit other industries already created by local statute to re-focus and rebuild these new industries. We must also look at local and regional collaboration within the Marianas and the Freely Associated States including enticing foreign investment from Asia Pacific nations.

The people of Guam will once again have the ability, the means, the determination and motivation to produce a vibrant, sustaining and modern island economy. All that is needed is the government's commitment to private sector stimulus rather than continued government inefficiency and counter-productive bureaucracy by removing itself where and when it is not needed. We can right size our government services to be more supportive, less restricted, less intrusive, more efficient and effective.

The Camacho Ada Team Will Revive & Grow Guam's Economy:

- **Reinvigorating Our Tourism Industry:** The Camacho Ada Team will work with the business leaders in the tourism industry on plans to re-invigorate key markets like Japan, Korea and Taiwan as pandemic restrictions subside. As the Governor and Lt. Governor, Felix Camacho and Tony Ada will personally join marketing efforts in the first 100 days to help Guam recapture lost market share.

- **New Industries | “America in Asia”:** The world has changed as result of mainland's China's policies toward Hong Kong and Taiwan and its' expansion into the South China Sea. This change has increased the level of risk and uncertainty for U.S. and western companies who have operated and headquartered in places like Hong Kong. The Camacho Ada Team understands that there is opportunity for these companies to relocate on to Guam, and reduce the risk, without compromising their proximity to Asia. The Camacho Ada Team will focus on bringing in companies in the trans-shipment, telecommunications and warehousing industries who are attracted by Guam's proximity to Asia and the security of U.S. rule of law. Guam will be marketed as “America in Asia”.
- **Trans-shipment Industry:** The Camacho Ada team will move to develop a sustainable export industry as the pillar of a growing and much needed trans-shipment industry.
- **More Business & Less Government:** Felix Camacho and Tony Ada know that entrepreneurs are the job creators and businesses drive economic growth. As a result, they believe government should always strive to make doing business on Guam easier and are committed to revisiting policies and government operating procedures that hinder business growth. This includes accelerating the number of government services currently online and streamlining standard operating procedures. The Camacho Ada team is committed to policies that make business startup easy and attractive like a 24-hour business license system for certain categories of business as well as overhauling and re-implementing a true and comprehensive One-Stop business Center for all licensures, clearances and approvals to get these new businesses open.
- **Public Policy that Supports Entrepreneurship, Business Development & Job Creation:** Felix Camacho and Tony Ada will promote and support economic policies that balance public policy decisions in public health against the health of our economy and public education. The Camacho Ada Team will return Guam's economy to a vibrant state by promoting and supporting public policy that support businesses and job creation.

Reducing our Cost of Living

The most immediate challenge facing our people is the rising cost of living. While many leaders will blame “events beyond their control” for this, Felix Camacho and Tony Ada believe true leaders assume responsibility for the current state of our island. That is why they will put together a Cost-of-Living Stimulus Plan in place that will temper the rising cost of living- both short term and long term.

- **Higher Paying Jobs:** There are thousands of higher paying, skilled labor jobs on Guam that are currently being filled by off-island workers from the U.S. and the Philippines and other countries. While many local residents have taken some of these higher paying skilled labor jobs, more can be done to help local residents acquire the necessary skillsets for these jobs. The Camacho Ada Team will focus on initiatives that give residents and high school students easier access to skilled trades training. By fast tracking this process, local residents will qualify for higher paying jobs that have gone to foreign labor in recent years. In addition to increasing wages by increasing skillsets training, the Camacho Ada Team will look to aggressively market Guam as a hub to U.S. companies based in destabilized areas in Asia/Pacific Region where they will benefit from our proximity to Asia and are protected by U.S. law.

We will seek and recruit former Guam residents now residing off-island to return home on a temporary basis or at least a four year term in order to give back to our island their expertise and knowledge. We can focus on college graduates, retired Department of Defense service members, teachers, skilled workers and tradesmen.

- **Affordable Housing:** The highest expense in most family budgets is housing. The price of rents and the cost to purchase a home have risen extraordinarily the past few years. A three-bedroom apartment is currently renting at \$1,800 and the price of homeownership on Guam is now extremely unaffordable. While the federal government continues to incentivize affordable housing through federal tax credits, this is clearly not enough. The Camacho Ada team is committed to accelerating the current effort through Government of Guam housing initiatives. As Governor, Felix Camacho and Tony Ada will mobilize large tracts of government land, federal and local funding sources, developers and contractors, and financing partners to build, develop, and

finance affordable homes. In addition to these plans, the Camacho Ada Team will work with policymakers in reducing the systems development fee on infrastructure and affordable housing developers, and for individual families who want to build a home on their land. The Camacho Ada Housing Stimulus Plan will address the disparity for homes for low to moderate or middle income families. In addition, we will enhance and improve on the various housing and financial assistance programs currently in place as a means of offering new housing benefits to our residents.

- **Gasoline:** To reduce the cost of fuels for our families, we must reduce our dependency on fossil fuels and look to emerging technologies to move our society north to south. Guam is ideal for hybrid or electric vehicles (EVs). Shorter driving distances reduce the need to charge vehicles multiple times a day. The less residents spend at the gas station, the more they have for groceries. The less we spend on fossil fuel, the more we will spend on-island, circulating more money into our economy. The Camacho Ada Team will promote a public policy plan that will support the necessary infrastructure for EV charging stations island-wide for such EV vehicles. This will help accelerate the adoption of electric vehicles (EVs) on Guam. We will lead by example by starting with the government of Guam fleet of vehicles, while providing local and federal incentives for residents to adopt to this new mode of transportation.
- **Reducing the Cost of Food- Expanding Local Agriculture:** The COVID-19 pandemic exposed world leaders to the weaknesses in global supply chains, and the importance of food security. We have seen this firsthand with empty grocery shelves and rising grocery prices. Guam's agriculture industry has the potential for growth, but it requires focus by all industry and government leaders. The Camacho Ada Team will focus on economic initiatives that will assist local farmers with ways and means to scale their business, while incentivizing and attracting large scale investments in commercial farming on Guam. Increasing local produce production will reduce the cost of produce for our community through increased volume and the elimination of shipping costs and promote sustainability.
- **Reducing the Cost of Food and Goods Through Transportation Exemptions:** Felix Camacho and Tony Ada believe in free markets and fair competition. When competition increases, the consumer benefits through reduced

prices and services. In their effort to decrease the cost of living on Guam, the Camacho Ada Team will support changes to public policy that reduce the cost of shipping goods to Guam. This includes applying for a selective exemption to the Jones Act-even on a temporary basis. The Camacho Ada Team will work vigorously with our friends and partners in Washington DC to seek this important exemption as a means to revitalize the economy.

Business Privilege Tax (BPT)

The Camacho Ada path to fiscal stability and economic recovery begins with rightsizing our government and implementing low taxes. In the first 100 days of their administration, the Camacho Ada Team will perform a forensic review of the government of Guam finances given the anticipated ending of federal funds provided under the American Rescue Plan Act and other Corona-virus response related funding. While the Guam Legislature's intent in increasing the Business Privilege Tax (BPT) was only temporary as an offset to the federal tax cuts, the Camacho Ada Team is committed to rolling back the BPT from 5% to 4%. We recognize the pain and struggle of our business community most especially the small business market.

The Camacho Ada team will aggressively pursue taxes owed by off-island nationally based contractors especially those involved with the Department of Defense contracts.

National Defense and Military

We are the party of peace through strength. The Camacho Ada Team fully supports a strong and committed national defense posture in the pacific theatre. Guam's strategic forward position in the vast Pacific makes our island a valuable global resource for the defense of the United States. We therefore remain fully committed and supportive of the ongoing Camp Blaz Marine Base build-up and construction. The current military build-up was initially started in 2010 under the administration of Governor Felix Camacho. Felix Camacho said then that the build-up must be spread out over a period of time and must benefit not only the military commands inside the fence but must equally benefit the people of Guam living outside the fence. The Camacho Ada Team will ensure that the ongoing build-up as it progresses forward remains beneficial for all our people, our culture and our economic and environmental sustainability.



EDUCATION

Develop a 21st Century Skilled and Ready Workforce

The Camacho Ada Team believes education is the bedrock of our democracy and our economy. An informed citizen can make better decisions and a skilled workforce can grow the economy and lift up more people. Felix Camacho and Tony Ada will focus on providing high-quality learning opportunities for all children by improving accountability, setting and supporting high standards and ensuring that post-secondary, technical and vocational education opportunities are accessible and affordable.

The **Camacho Ada** Team will improve Education by:

- **Expanding High School Programs that Promote Skilled and Trades Training:** If graduates are not college bound, upon graduation, they should be prepared with the skill sets for the higher paying jobs on Guam that are being filled with foreign laborers. To achieve this, the Camacho Ada Team will support and focus on clear educational tracks that provide a clear path for high school students to receive the training for the trades. The programs will consist of specialized tracks in plumbing, masonry, carpentry, automotive, and even technology.
- **Expanding Entrepreneurship:** Entrepreneurs are the job creators of our island economy. With this in mind, we must inspire high school students to become the next generation of entrepreneurs and business leaders of Micronesia. Planting this interest in our youth must start early-critically important for our economic future. The Camacho Ada Team will support and promote education programs and policies that provide business education early and abundantly across the Guam Public School System.
- **Giving Our Young People A Chance for College:** While many of Guam's graduating students have aspirations for a college or skilled trades education, many students don't have the means or support to make this a reality. Felix Camacho and Tony Ada believe that an investment in our

children's education, is an investment in our island's future, that is why they will initiate and support scholarship programs that will remove these barriers and provide a "hand up" to these young adults.

- **Supporting Our Teachers:** One of the most important professions in society is that of the teacher. If we want the best and brightest for our school children, we must take care of our teachers and provide them with the support they need. Felix Camacho and Tony Ada will make funding education a top priority, while supporting incentives for high performing teachers tied to student performance results. We applaud all of Guam's teachers in both the public and private school settings for their tireless dedication and commitment to our children.
- **Teacher Scholarship Program:** The Camacho Ada team will fund teacher scholarships to provide and recruit more individuals to become teachers for the Department of Education.
- **Supporting Pre-K Program:** Effective education starts by building a strong foundation in the early years of a child's life, optimally during the first eight years. That is why the Camacho Ada Team supports Pre-K Program in our public school system.
- **Supporting Charter Schools:** Felix Camacho and Tony Ada support charter schools and will embrace a non-traditional, forward-thinking education systems that will develop our youth with the skillsets and place them on the path of higher pay and a rewarding career field. The Camacho Ada Team will work to expand the opening of more Charter Schools on island to provide a choice for parents who wish to provide their children an alternative educational experience.
- **Modern Classrooms and Facilities:** The Camacho Ada Team understands the value of modern school facilities, as the last five public schools were built under the direction and watch of Governor Felix Camacho. The Camacho Ada Team will build and expand 21st century classrooms, for a 21st century workplace. The program will be executed using financing vehicles like municipal leasing and public-private-partnerships (P3s) to support the School Facility Master Plan as outlined in the Guam Department of Education's Five-Year Strategic Plan.



FAMILY

Strengthen Our Families, Culture and Family Values

We are a community of independent individuals and the institutions that create – families, schools, neighborhoods, and culture. Our culture sees family as a crucial pillar of our island community. It has been proven that the family structure, whether joined together in marriage, adoption or guardianship benefits our community as well as the individual.

The **Camacho Ada** Team will strengthen our families and culture by:

- **Economic Resilience:** The Camacho Ada team will temper the rising cost of living with proactive initiatives to restore and place tourism on the path of growth, and market Guam as a business location for large companies that are based abroad. These initiatives will create higher paying jobs that will allow Felix Camacho and Tony Ada to actively draw our local families back home.
- **Capitol District (Hagåtña):** Our capital of Hagåtña is a diamond in the rough that can once again become the seat of government services, commerce, and culture. The Camacho Ada Team will bring government services back into Hagåtña, making it more attractive for businesses. We will create incentives for businesses, restaurants, and local entertainment to open shop in Hagåtña, bolstering the village with more activity, cultural entertainment and local and tourist attractions; and fund capital improvement that supports more government services and activity in the capitol district.
- **“A Cultural Renaissance”:** The Camacho Ada Team will continue to support indigenous educational momentum driven by organizations like Mount Carmel Catholic School and the Chief Hurao Academy. We will support Chamorro programs that foster culture, language, and the arts, while bringing awareness to indigenous and historic preservation initiatives.



GOVERNMENT

Making Government Work Better by
Improving Support and Services

We believe our government needs to provide an environment in which private sector jobs can be created through unencumbered paths in order to keep up as technologies evolve and alter the way people live and work. We are living in the Information Age and the Government of Guam must keep pace with technology deployed in other sectors of our community locally and nationally. The Key to improving government services for our community is investment in technology that allow them to receive services online, rather than at a government office. Collectively, government of Guam agencies must do more to serve the public interest for the better.

Online Services

The Camacho Ada Team will focus on initiatives that provide government services convenient and accessible online:

- **Investments in e-Government:** Where there is a government line, there is a service that can be brought online. This is the philosophy of the Camacho Ada Team. During the first 100 days of office the Camacho Ada Team will assess services provided by each agency and which services can be brought online. This list of services will be reviewed and given priority resources to bring online, so that Guam residents can do their business with government from the convenience of their home, office, or anywhere in the world.
- **Office of Technology:** The Office of Technology was created by Governor Felix Camacho during his first term in office via an Executive Order. Since that time, the importance of the office has grown, but the resources needed to execute meaningful initiatives required to transform the government, have not. The Camacho Ada Team will make heavy investments in technology to include providing a budget as a proportion of the overall government budget, and incrementally increasing the budget until we have identified and exhausted that all government services that can be brought online are in fact online.

- **Access to Technology:** Consistent and reliable access to technology and online services are a requirement of the modern era. While many families and children who do not have access to these tools and services. Felix Camacho and Tony Ada will ensure that our island residents have access to online services and technology at the village level via computer and mobile technology centers. Computer and technology should be accessible at the village levels, as libraries served our communities in the past.

Infrastructure

Reliable infrastructure is important to the quality of life of our residents. Our vision, however, should be much broader than just trying to maintain what we have. Our community must have a vision that expands, improves, and where possible leads in infrastructure.

The Camacho Ada Team will address Infrastructure by:

- **Restoring our Roads and Bridges:** Many of the island's roads still need resurfacing and our bridges are old and in disrepair. The Camacho Ada Team will review the current listing of village roads and bridges in need of repair against the cost required to fix them. Once this is established, we will look to leveraging local and federal funding sources available to address a large volume of projects with pre-established timelines for construction and completion.
- **Improving our Power Capacity:** The Camacho Ada Team will commit resources towards the development of a Maintenance Program for all power facilities and fully supports the continued capital improvement expansion to meet our growing demand for affordable and reliable power. We support the Consolidated Commission on Utilities 2022 Integrated Resource Plan that recommends among other things 400MW of additional renewables by December 2029 to reach 50% renewables by 2030 and the integration of renewables beyond 25%. We must continue to explore other sources of power generation to complement existing baseload systems and investigate private funding sources for other needed facilities such as transmission and distribution.
- **Access to Water and Power:** There are still residents on Guam who are living without access to water or power. This is a public health issue that requires

prioritization. The Camacho Ada Team will look at funding sources and new policies that will address improvements for these families around the island.

- **Housing:** With the costs of living increasing with each passing day, more and more families are challenged to rent or buy a home in Guam. Felix Camacho as Governor started the low-income housing tax credit which has since led to thousands of residents being able to rent a home and grow their families. A Camacho Ada Administration will focus on leveraging federal housing dollars to allow residents to move from renters to owners. Additionally, priority will be placed to support Chamorro Land Trust land owners' access to federal programs to build a home on these important government properties. Felix Camacho and Tony Ada will engage the US Department of Agriculture in the designation of the island as a Substantially Underserved Trust Area to provide much needed tools to island residents to help finance improvements in electric, telecommunications, water and sewer infrastructure in Guam. A Camacho Ada Administration will implement a 24-year-old law that encourages private investment in local affordable housing projects which in turn will lower costs for affordable housing.
- **Renewable Energy:** When it comes to renewable energy, Felix Camacho and Tony Ada believe we should aim higher with the vision of becoming a regional leader in this region. With public policy and initiatives supporting public-private-partnerships (P3s), Guam can reduce imported oil dependence and transition over to renewable alternatives like solar, wind, ocean, and geothermal energy.
- **Transportation & Public Transit System:** We can develop a reliable and efficient public transit system. We will commit to exploring all funding opportunities and sources in order to make this program a reality. The challenges are that our island has a mix of both urban and rural needs. The system must be timely and dependable especially for workers who need on time service with convenient pick up and drop off times. Every transit bus must have proper and working equipment for the physically challenged.

Supporting Our Veterans

As the father of a member of the Armed Forces and a former Army Veteran, both Felix Camacho and Tony Ada understand the issues facing Guam's veterans. They will continue supporting initiatives that provide our Veterans improved services.

- **Elevating Our Veterans' Issues:** Veterans issues will be elevated to the Office of the Lieutenant Governor. As an Army Veteran, Senator Tony Ada will give our Veterans the focus they deserve. The Lt. Governor's office will advocate for improved services for our island's veterans, to include disability benefits, access to healthcare facilities here at home, and behavioral health services for those who suffer from post-traumatic stress disorder as result of their service.
- **Veteran Employment:** Service members are highly trained in skilled professions such as engineering, nursing, security, logistics, information technology, and communications. These are skills highly valued in the civilian sector. Due to the lack of programs to link these highly trained veterans to critical job positions in the private and government sector, many of our veterans are forced to relocate off- island, taking with them their valuable skills. We will integrate a "Heroes for Hire" program to all employment services provided by the Government of Guam to ensure we retain these professionals.
- **Streamlining VA Services:** The process for veterans to receive services from both local and federal VA offices is often redundant, frustrating and inconvenient. The Lt. Governor's Office will work with the U.S. Department of Veterans Affairs to create local procedures to streamline and complement the federal application of service processes.
- **Agent Orange:** We will work tirelessly to bring justice to our people in the event of harmful exposure to chemical and biological weapons of war, including "Agent Orange," on Guam. We will advocate for full compensation as result of any exposure affecting veterans, their family members, or civilians.

Federal Issues

While federal issues are multifaceted and complex, Felix Camacho and Tony Ada support a strong relationship and partnership between the local and federal government and assembling coalitions of territories and island nations together for a stronger voice in Washington D.C.

The Camacho Ada Team will address federal issues:

- **Council of Territorial Governors:** Collectively we are stronger together. That is why Felix Camacho and Tony Ada will reestablish and reinvigorate coalitions with other government leaders to pursue common interests. This includes, reinvigorating the Micronesian Chief Executive Summit, and working with the Governors of the U.S. Territories in establishing a Council of Territorial Governors. With these coalitions we will have a stronger voice in Washington D.C. relative to matters in our region and those of mutual concern to the US Territories.
- **Jones Act:** Felix Camacho and Tony Ada are committed to reducing the cost of living for all island residents. They believe in the free-market system and that competition is good and can drive down the cost of goods and services. We will continue our long-sustained efforts in seeking selective exemptions and/or temporary waivers of the Jones Act that has greatly impacted our cost of living.
- **Political Status:** The Camacho Ada Team understand the importance of political status and its' impact on our economy and our way of life. While Felix Camacho and Tony Ada support a strong relationship with the United States, they understand that our island's political status is a decision that must be made by the Chamorro people and will continue to support efforts on self- determination.
- **National Defense:** Felix Camacho and Tony Ada believe that National Defense must be a cause that should be at the forefront of our national leaders in Washington DC. America is still and will remain the hope of the world. Guam plays a major and important role in our nation's national defense posture. The Camacho Ada team fully supports a strong national defense that mutually benefits the people of Guam for those inside and outside the base. A strong national defense requires a strong and vibrant economy.

- **Compact-Impact Funding:** The Camacho Ada team will continue the long unresolved efforts to seek adequate reimbursement from Washington DC for hosting our brother and sisters from the Federated States of Micronesia, Republic of Palau and the Republic of the Marshall Islands in the areas of education, public safety and healthcare primarily. In addition, we must explore and mutually agree to a methodology for calculating Compact Funding and/or look at other alternatives and options such as federal grant offsets that are acceptable to the federal government. The Government of Guam has expended a total of more than \$1.5 Billion in accrued costs for the collective services provided over the past 17 years but only receives approximately less than \$20 Million per year as reimbursement.

Assisting Our Homeless

Guam's homeless count continues to grow each day. The number of people living on our streets, parks, bus shelters or other public and private places has reached such a capacity that the impact on our community and our environment is measurable. This growing homeless dilemma is both an environmental, humanitarian and public health hazard. The Camacho Ada team will work feverishly to remedy this growing issue with appropriate public policy programs which starts with recognizing three distinct categories of homelessness: 1) Homelessness due to specific circumstances such as a job loss, death of a family member and would consider their situation temporary; 2) Individuals who are mentally ill and/or substance abuse patients who could be helped through appropriate mental health treatment; and 3) Those individuals who intentionally choose to live on the street.

The following initiatives will be explored to address this growing homeless issue including:

- **Employ the Homeless:** Explore opportunities to partner with faith-based organizations to provide employment assistance and opportunities to hire homeless individuals for civic labor and work.

- **Tiny Home Project:** Explore opportunities to partner with faith-based organizations locally, nationally or internationally to build and provide housing and living accommodations such as the “Tiny Home” concept implemented in several states and cities.
- **Provide Mental Health Evaluation:** Mental health evaluation and treatment must be provided to those individuals with mental health issues that can be assisted with proper and ongoing treatment.
- **Enforce Permit Requirements:** We will also enforce permit requirements that prohibit loitering, squatting and panhandling. This is a public safety issue that must be addressed urgently.

Empowering Our Mayors

Our island's Mayors and Vice Mayors play a very important part in improving government support and services to all our people and villages. The Camacho Ada team is committed to fully supporting our Mayors and Vice Mayors by providing all the necessary financial and physical resources to serve our people at the village or municipal level of government. We remain committed to empowering our Mayors who are the front line of government services by handling tasks and services that should be delivered and handled at the local or municipal level rather than with the Government of Guam.

GovGuam Mentoring Program

The Camacho Ada team will work with the Guam Community College and the University of Guam to develop a mentoring program within the Government of Guam to help train individuals that intend to pursue new skills or gain new knowledge in specific career fields in public service. The intent of such program is to ensure that those employees either currently working in GovGuam or desire to enter government service are well prepared to tackle the challenges and work requirements needed for success.



FAITH

Strengthen Faith-Based Initiatives,
Freedom and Human Life

We pledge to respect and support our various religious organizations and faith-based initiatives and rights of conscience of all people throughout our island. Our faith has been deeply rooted in our Chamorro culture for generations. We must ensure that our faith and our freedoms are safeguarded and not infringed by government control. We assert the sanctity of human life and affirm that the unborn child has a fundamental right to life which cannot be infringed,

The Camacho Ada Team believes in strengthening our church and faith-based organizations:

- **Faith-Based Initiatives:** Felix Camacho and Tony Ada fully supports and encourages the efforts of our various faith-based organizations to continue their great success in helping our needy and those most vulnerable in our island community, whether it's feeding the hungry or clothing the poor or providing needed shelter for the homeless and all others that are in the shadow of the community assisting in every way possible.
- **Preserve Our Freedom:** Our freedom as a people and as individuals should never be infringed or controlled regardless of the economic, social or political environment. Freedom is a fundamental right guaranteed by the Constitution. Our freedoms were infringed by government leaders during the two and half years of the pandemic and we must learn from this experience and not repeat this again.
- **Dignity of Human Life:** The Camacho Ada Team acknowledges the truth that life begins at conception and ends through natural death. In addition, we affirm that all human lives existing have the same rights and protections guaranteed to all people. Felix Camacho and Tony Ada see the sanctity

and value of every human life as equal no matter the physical or mental diagnosis given before or after birth. We remain committed to defending the unborn and will continue to support and endorse measures that protect babies in the womb. All life matters!

The Camacho Ada team will also work towards significant improvement and expansion of programs to assist women and families such as adoption programs including the expansion of adoption agencies and services as well as promoting more involvement and participation of Foster Care Programs. With God, All things are possible!



The men and women of law enforcement-whether patrolling our neighborhoods or our streets, fighting gang –related crime or guarding against criminal activity – deserve our gratitude and support. In recent years, island residents have felt more and more unsafe. We have seen a drastic rise in crime and criminal activity and leaders are no longer talking about the drug epidemic that plagues our villages and has robbed the souls of our families. We have seen promises of more police officers on the road unfulfilled and effective and successful public safety programs that were dismantled unnecessarily.

As Guam's economy is on a slow path to recovery, crimes against peace-loving people have risen. Desperate times result in desperate actions and our best defense against increasing crime is to create an economic climate that offers hope, opportunity and equal protection under the rule of law. The Camacho Ada Team believes that tackling our island's drug epidemic requires a comprehensive mix of prevention, enforcement and treatment.

Felix Camacho and Tony Ada believe that public safety must be a top priority addressed with clear focus from different angles:

The Camacho Ada Team will improve Public Safety by:

- **Prevention:** The Camacho Ada Team will start with our children. To make effective, long-term change in crime, we must start with our future generation. The team will invest in creating and supporting community programs that keep our kids busy after school and away from drugs and juvenile delinquency. There will be investment made in aggressive anti-drug campaigns in all our schools.
- **Expanding Police Presence:** The Camacho Ada Team will look restore public safety programs that were previously effective. They will focus on initiatives

that expand a visible public safety presence in our villages by investing in new officers, expanding the police reserve, and augmenting public safety with private companies where possible. At the onset, the Camacho Ada team, a concept of community-based policing will be installed to re-establish a three police district system to accommodate the community policing program. The Team supports the creation of a two-tier police reserve program. Felix Camacho and Tony Ada will create a REAL Community Police Program.

- **Using Technology:** The Camacho Ada Team will make investments in technology to make Guam's streets safer and deter crime. Camera systems in public areas will help to deter crime, as it has in other communities. Government can also incentivize private businesses and residents to purchase camera systems that benefit their safety and the public safety. We support efforts to create a public safety dispatcher program.
- **Drug Epidemic:** Drug epidemic and addiction are issues that have contributed to the rising crime on Guam. Felix Camacho and Tony Ada know that addiction is a mental health issue that must be treated as such. That is why they will continue to support and expand programs to treat addiction, while also emphasizing the focus on our youth via anti-drug campaigns to curb the demand. The Camacho Ada Team will engage directly with federal authorities to include the Federal Bureau of Investigations, Drug Enforcement Administration, Bureau of Alcohol, Tobacco and Firearms and the US Postal Service to ensure that local law enforcement teams coordinating efforts through Drug Task Force Teams.
- **Supporting Public Safety Personnel:** The Camacho Ada Team will ensure that our public safety personnel have the training and resources required to do their job, by prioritizing local and federal funding sources. Additionally, they will appoint leadership across all public safety agencies that will prioritize the filling of critical vacancies to include police officers, customs officers, corrections officers, firefighters and civilian staff. The construction of a new Tamuning Fire Station, Department of Corrections Prison and the acquisition of specialized fire, customs and police surveillance equipment will be a priority of a Camacho Ada Team in the first 100 days.

- **Zero Tolerance for Family Violence and Sexual Assault:** The Camacho Ada Team will have zero tolerance and will give no pity and no mercy for perpetrators of family violence and sexual assault. With the growing cases of family violence and sexual assault against women and children, these criminals of family violence and sexual assault must be punished to the full extent of the law including long term incarceration if necessary.
- **Non-U.S. Citizens Convicted Criminals:** The Camacho Ada team will work with federal partners to ensure they work to enforce their own immigration policy of deporting qualified convicted criminals who are non- U.S. Citizens back to their country of origin.
- **Promoting Restorative Justice:** The Camacho Ada team will implement a restorative justice program as a systemic response to a crime that emphasizes repairing harm caused or done by criminal behavior. We must focus on the need to rehabilitate those who commit crimes against our community in order to change and reverse their criminal behavior.



HEALTH

Promote a Healthier, Cleaner
and Safer Community

Felix Camacho and Tony Ada recognize that more must be done to promote and implement a robust healthcare and environmental protection system. To improve the system holistically, we must focus on the root of the issue – a dedicated and adequate funding source for Guam's public hospital and make investments on the front end of our community's health via a healthier population, rather than only on the tail end in treatment, where it is more costly. Clean fresh water is essential to life...rich fertile soil is essential to life...unpolluted and ecologically balanced reefs are essential to life. In short, the environment IS life and health on all levels.

Health Care Services

The **Camacho Ada** Team will improve Healthcare holistically by:

- **Investing in healthy communities and lifestyles:** Governor Camacho and Senator Ada will make investments on the front end by promoting recreational facilities and programs that promote healthy lifestyles and making them accessible for our residents. This will include revisiting plans for southern, central, and northern recreational facilities. It will also include investments in programs that support healthy lifestyle adoption by island residents. Many of the health issues island residents cope with are preventable and a result of lifestyle choices. Investments in prevent are key to reducing the impacts on healthcare system.
- **A Self-Sustaining Guam Memorial Hospital (GMH):** Historically, the Guam Memorial Hospital has lost tens of millions of dollars each year, as a result of its mandate to service every person that walks through its doors. Felix Camacho and Tony Ada understand that this model is unsustainable, and that the healthcare employees working there need a consistent and reliable funding source to provide quality patient care. The Camacho Ada Team will support public policy that provides GMH a dedicated funding source to address this perennial problem.

In addition, the Camacho Ada Team fully supports the implementation of the GMH Business Sustainability Plan focused on several major facilities improvement projects as a means of improving GMH both on a short term and long-term basis. We also support all efforts that focus on revenue generating options such as outpatient services to help improve income revenue for GMH. The Camacho Ada Team will revisit the public/private partnership initiative implemented previously as a means of improving operational and financial efficiencies.

The Camacho Ada Team will explore solid and meaningful negotiations and discussions between the Guam Memorial Hospital (GMH) and the Guam Regional Medical City (GRMC) on how both facilities can complement each other in order to avoid any unnecessary competition which results in a duplication of services. Both facilities can co-exist but certain economies of scale must be identified and implemented to deliver better quality care to our island and the region.

The Camacho Ada team will prioritize through community-wide involvement, the feasibility and construction of a new Guam Memorial Hospital facility in Tamuning where all major medical infrastructure and ancillary support services are located.

- **Modernizing Healthcare Facilities:** Felix Camacho and Tony Ada will continue to support efforts to modernize Guam's healthcare facilities such as the Guam Memorial Hospital, Department of Public Health and Social Services and the Guam Behavioral and Wellness Center. They will continue forward with plans to modernize aging facilities and equipment. The building that previously housed the Central Public Health Services in Mangilao should be renovated if needed and all building codes should be brought up to compliance. Public Health Services should re-occupy this facility once again with perhaps less staffing.
- **Mental Health Services:** Felix Camacho and Tony Ada are committed to improving the Mental Health System overall. The root cause of the growing drug epidemic and homelessness is due to mental health issues. The Camacho Ada Team will create more community and family based 'systems

of care” programs to replace the traditional mental health programs administered out of central facilities. There is a need to involve and support parents and extended families that participate in these “systems of care”. The Camacho Ada Team will explore and implement a plan to build a modern and adequate mental health facilities that will meet the diverse needs of Guam’s growing mental health cases.

- **Public Health Services:** The Camacho Ada Team will take the important role in improving health outcomes for their residents seriously. With an emphasis on finding equitable solutions to some of the most pressing public health issues, we will establish partnerships, utilize local resources, and work across multiple sectors and divisions of our Guam Public Health and Social Services to develop and promote relationships to improve public health. We will prioritize in the first 100 days the current public health infrastructure and how it supports the fight against chronic and infectious diseases. We will ensure that population health and maternal and child health are properly supported as part of a transformational effort to build and improve public health in Guam. The Camacho Ada team will explore the possibility of outsourcing key public health services such as immunizations to private clinics as a means of providing greater access to care for both the Medically Indigent population as well as the Medicaid enrollees.
- **Foundation for Public Health:** The Camacho Ada Team will establish a not-for-profit Foundation for Public Health which would include research component to include the University of Guam and the Guam Community College. This foundation would be established similar to the Trust for America’s Health as a model. This would allow the not-for-profit entity to apply and qualify to receive numerous private and public grant funding on a self-sustaining basis.
- **Accessibility to Health Coverage:** Skyrocketing healthcare costs and inadequate access to affordable coverage is jeopardizing the health and welfare of our community. The Camacho Ada Team will explore the feasibility of engaging a Third-Party Administrator to administer a combined and collective market of the Government of Guam Health Insurance Program, the Medically Indigent Program and the Medicaid Program. This move will result in better cost efficiencies and reduce the overall healthcare costs

as well as provide needed access to both primary care and specialist care providers for these government funded programs.

- **GuamCARE Plan:** The Camacho Ada team intends to rebrand and rename the Medically Indigent Program and the Medicaid Program as the GuamCARE Plan. We will remove the stigma for our vulnerable population enrolled under these public health programs. The intent is to provide equal and fair access and treatment no different than those enrolled under a private health insurance program.

A Cleaner Environment

There can be no compromise in adopting a cleaner and safer environment. The Camacho Ada approach to a cleaner and safer environment is to seek out environmental solutions by blending of economic creativity and environmental protection, such as enhanced recycling, alternate energy solutions and the enhancement of reef development and shoreline wildlife. A Camacho Ada Administration will recommit to the Micronesia Challenge 2030 to ensure Guam is effectively managing at least 50% of marine resources and 30% of terrestrial resources by 2030. We will introduce legislation in the first 100 days to ensure that this policy continues Guam's effort of sustainability and climate change for years to come.

In order to ensure that our children and grandchildren enjoy the natural beauty and abundance of the island's reefs, shoreline and lush foliage and landscape, steps need to be taken now to reverse the trends that have eroded soil fertility and polluted the island's reefs and beaches. Felix Camacho and Tony Ada are both prepared to take the necessary steps to make sure that the natural paradise that sustains Guam's economy, social development and natural beauty is protected for island residents today and for generations to come.

The Camacho Ada team supports all recycling programs and efforts as a means of protecting our fragile environment. We support the Container Redemption Law that has been law for several years and should be implemented urgently.

A Safer Community

Along with improving and expanding our police and fire departments, the Camacho Ada team will renovate and upgrade fire stations across our island in order to improve living conditions to mitigate and minimize cross contamination and exposure to firefighters; purchase new emergency response vehicles such as fire engines, High-Rise, Tankers and Ambulances. We will modernize the response capabilities by purchasing needed tools and equipment to better save lives and protect property. We will also work with the Guam Department of Labor (GDOL) to develop additional trained paramedics through the GDOL Paramedic Apprenticeship Program to increase advanced Life Support Response capabilities. The Camacho Ada team will explore and implement a Community Paramedic Program to reduce unnecessary emergency room overcrowding and provide limited term follow-up care program for at risk population to improve health outcomes.



SUMMARY

There comes a time and season in the evolution of every society when stock must be taken on the processes and procedures it has been operating from in the area of its own governance. Since the end of World War II, our island has been a government dependent society, made so by the enormous task of rebuilding itself after the devastation of war. After the war, the Government of Guam was given complete control and power over many of government's operations including police and fire departments, road construction, school system, utilities, health services and many other functions that were needed in order to build a community from the ground up.

Over the past decades, Guam's private sector community has established self-sufficiency in many areas. In fact, the private sector has shown over the decades that it can handle many of our community's functions better than an over-burdened government. In recent years, the tug of war between the government and the private sector has been a strain on taxes, economic priorities and pandemic restrictions and has left both sectors weakened by these disagreements.

The Camacho Ada Team believes it is time to turn that confrontation into cooperation by focusing government functionality in the areas best suited for government involvement and let the private sector handle those areas it has proven it is ready to handle. Public/Private partnerships can lead and open the way to outsourcing initiatives, while maintaining job security in the workplace, increasing competitiveness in the marketplace, and ensuring the strength of government revenues in order to provide needed services efficiently and effectively. These actions can grow Gross Domestic Product to well above the \$5.8 Billion as estimated in 2020.

Making a shift in the government of Guam takes courage and it will take leaders with the vision, experience and determination to lead Guam into a new era and a new season. Felix Camacho and Tony Ada believe that the people of Guam are ready to re-create its government in the light of the new normal, new world and the new season.

Felix Camacho served as Guam's 7th Governor elected in November 2002 and re-elected in November 2006. He is the most qualified of all candidates to lead our island in these uncertain times. He has been tested and proven and his eight-year record as Governor is remarkable and accomplished. He has worked across party lines for the betterment of our island both locally and with the Federal Government and our military partners. Felix Camacho is ready once again to lead our people and our island in these challenging times.

Tony Ada is a five term Senator in the Guam Legislature with executive branch experience under two Governors of Guam. He is a qualified policy maker who has authored laws that have improved the economic development, open government, education, public safety and public health polices of Guam. He too is tested and proven as a community and business leader committed to protecting every citizen regardless of their station in life.

The Camacho Ada Team is pleased to call for a "New Season" of leadership by engaging the **Seven Pillars of Influence and Opportunity** supported by a government that is focused on its duties and dedicated to facilitate the people's chosen path to the future.

ACKNOWLEDGEMENT

We extend our sincerest appreciation and gratitude to the many dedicated and committed individuals from across our island representing business, government, education, tourism, military, community service and faith-based leaders and everyday people that contributed their thoughts, ideas and recommendations to our 2022 Camacho Ada Platform

“A NEW SEASON”

A NEW SEASON

Seven Pillars of *Influence & Opportunity*



BUSINESS

Rebuild and Cultivate a Strong and Diverse Economy



EDUCATION

Develop a 21st Century Skilled and Ready Workforce



FAMILY

Strengthen our Families and Family Values



GOVERNMENT

Making Government Work Better by Improving Support & Services



FAITH

Strengthen Faith Based Initiatives, Freedom and the Dignity of Human Life



JUSTICE

Attack the Crime and Drug Epidemic



HEALTH

Promote a Healthier, Cleaner and Safer Island Community

A large, light gray map of Guam is centered in the background, overlaid on a white background with a repeating geometric pattern.

CAMACHO **ADA 2022**

for Guam



Camacho Ada 2022

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