



# CITIZEN CENTRIC REPORT

## Department of Military Affairs

Dipattamenton Asuntun Militat

FISCAL YEAR 2021



A REPORT TO OUR CITIZENS

### OUR GOVERNANCE



**Lourdes Leon Guerrero**  
I Maga-hagan Guahan  
Governor of Guam  
& Commander-In-Chief



**Esther J.C. Aguigui**  
Major General (GU)  
The Adjutant General,  
Guam National Guard

### MISSION

To manage all elements needed to support and improve the Guam National Guard's readiness for Federal and State missions.

### MANDATE

Title 10 Guam Code Annotated  
Chapter 63 Guam National Guard

### STRATEGIC GOAL

To support Guam National Guard:

- Achieve the highest level of readiness
- Achieve annual end strength objective
- Increase partnership engagement



# 164 COVID-19 MISSIONS TO DATE

## COVID-19 SUPPORT

It has been a little over two years since the inception of the Joint Task Force 671 and when Governor Lourdes A. Leon Guerrero issued Executive Order 20-03 on March 14, 2020 declaring a State Emergency responding to Novel Coronavirus (COVID-19) and activating the Guam National Guard (GUNG). The Joint Reception, Staging, Onward Movement and Integration stations along with a DMA station, were immediately set up to process over 40 service members on State Active Duty orders to provide assistance to the Guam Police Department. Other Executive Orders were issued shortly expanding the GUNG's support, activating over 250+ service members, and transitioning to Federal Orders.

To date, the task force has successfully completed 164 missions, wealth of experience, bonds of friendships gained, and the professional reputation of this organization that is upheld to include Task Force Response, Task Force Shield, Task Force Engineer, Task Force Medical, Operation Liberate Guam, and Vaccination Strike Teams.

## ABOUT DMA

The Governor is the Commander-In-Chief of the Guam National Guard when not in active Federal Service. The Adjutant General is the Director of the Department of Military Affairs and the Commanding Officer of the Guam National Guard comprised of the Army National Guard and the Air National Guard.

The Guam National Guard answers the call of the President to assist in combat and peace-time missions and the call of the Governor to assist in the island's affairs and times of domestic emergencies.

The Department of Military Affairs is a Government of Guam agency providing administrative and operational support to the Guam National Guard. With millions of dollars in Federal and State General Funds, the Department of Military Affairs through the Master Cooperative Agreement with the National Guard Bureau, ensures the Guam National Guard remains as a readiness force to serve the vital interests of the nation, the island, the local communities, and Guam's citizens.

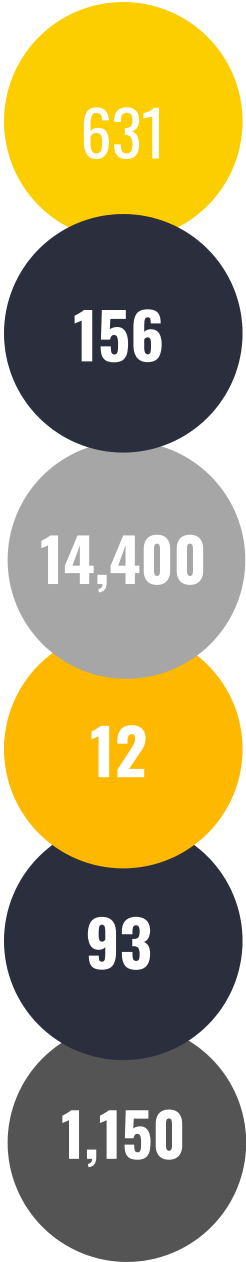
# Performance by the Numbers



DMA Maintenance Team are always ready, willing and capable in supporting countless day to day building maintenance activities for both Government of Guam and in full support of our Guam National Guard.



DMA Security Guards (Armed) are hands on and participating in weapons training, conducted by the Guam Police Department.



## WORK ORDER REQUEST

**631 Work Order Requests** were processed to repair, sustain and modernize building and infrastructures including services and permits through GovGuam procurement. Other services, equipment, and modernization were federally procured through in-kind assistance provided by the U.S. Property & Fiscal Office, Guam.

## PURCHASE ORDERS

**156 purchase orders** were issued through Government of Guam procurement.

## RENEWABLE ENERGY SAVINGS

Renewable Energy will provide an estimated **\$14,400 in savings** per annum for the next five years at Buildings 100 & 200.

## DRINKING WATER FOUNTAINS

**12 Drinking Water Fountains** were tested, determined free of Coliform and E. Coli, and safe to drink.

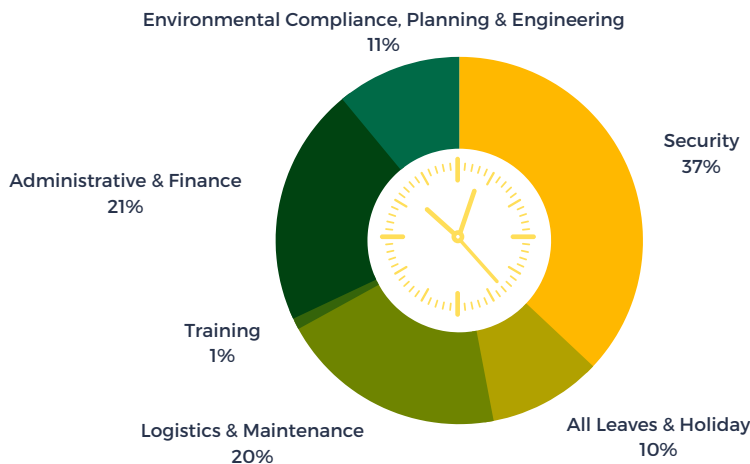
## REAL PROPERTY

DMA maintains **93 acres** of land that supports 9 Guam Army National Guard Readiness Centers and Facilities at the Barrigada Complex to be 100% accountable to be secured and maintained.

## WASTE DISPOSAL

**1,150 pounds** of waste disposal was collected from March through October. This included non-hazardous waste, Oily Rags/Pads, Oil Filters, and Coolant.

## MANAGEMENT AND STAFF TIME





# Finance

The Guam Department of Military Affairs (DMA) receives Federal dollars annually through the Master Cooperative Agreement Appendices provided by the National Guard Bureau to fully operate and support the Guam National Guard as it achieves the highest level of readiness.

The Department of Military Affairs and the Guam National Guard operate together within the policy guidance and fiscal framework of the Federal and State responsibilities.

The DMA budget has had a large degree of variation due to federal projects and military capital construction. DMA's Military Capital Construction is also a source of funding variation and reflects the ability of the agency to effectively leverage and optimize the use of state funds.



DMA and GUNG taking care of our environment and being good stewards of our land we call home, with special thanks to Guam Department of Agriculture Forestry for the donated plants and trees.

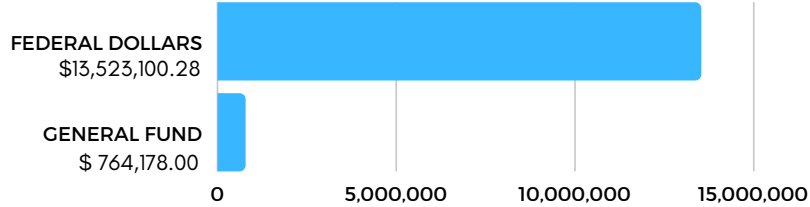


Maintenance team and volunteers assist with the repairs, cleanup and preparation of DMA's Adopt-A-School, Merizo Martyrs Memorial School for the opening of the school year.



Team DMA volunteer to benefit the Army Red Kettle campaign.

## FY 21 FUNDING REVENUE



## APPENDIX Office of the Adjutant General Army National Guard

- 1 Facilities Program
- 2 Environmental Resource Management
- 3 Security Guard
- 4 Electronics Security Management, Installation, Operation & Maintenance
- 10 Anti-Terrorism Program Coordinator Activities
- 11 Emergency Management Program
- 14 Administrative Services Activities
- 40 Distance Learning Program
- Air Army National Guard**
- 21 Facilities Operation & Maintenance Activities
- 23 Security Guard Activities

For more detailed information visit: <http://dma.guam.gov/resources/>

## DMA EXPENDITURE SUMMARY

	FY21	FY20	FY19
Personnel	2,926,835.31	2,420,565.18	2,248,271.96
Travel	25,044.25	55,641.38	69,275.29
Contractual	206,510.26	142,928.30	87,454.11
Supplies	67,418.18	73,966.04	5,705.53
Equipment	12,115.00	7,167.99	8,020.00
Drug Testing	400.00	200.00	400.00
Power			
-Barrigada Readiness Complex & Fort Juan Muna	1,009,893.29	1,018,506.38	1,133,000.83
-Anderson Air Force Base	308,526.29	235,645.91	154,438.56
Water			
-Barrigada Readiness Complex & Fort Juan Muna	38,537.13	37,525.70	30,828.74
-Anderson Air Force Base	21,957.13	29,479.43	30,372.25
Telephone	3,953.28	3,905.76	3,823.44
Capital Outlay	-----	18,999.00	-----
<b>Total:</b>	<b>\$ 4,621,190.12</b>	<b>\$ 4,044,531.07</b>	<b>\$ 3,841,990.71</b>

# Outlook

## CHALLENGES

- Reduction of General Fund Appropriations impacted operational needs to manage buildings and infrastructure.
- Capping General Funds needed for the Office of the Adjutant General impacted flexibility to properly staff and cover costs not allowed under the MCA federal funds.
- Reimbursements of Federal dollars were delayed.
- Purchase orders and bid awards were untimely processed.
- Public health emergency continues to reduce staff capacity, delay work orders for materials, supplies, and services; and set back regularly scheduled training for DMA staff.
- On-site critical workers, whose presence on-site is essential to perform their jobs. They can be recalled in stages based on local health conditions, but a detailed plan should look at virus spread, guidance from local public health authorities, workforce readiness for return to work, and legal liability.
- On-site flexible workers, many of whom might be able to complete their jobs with additional technology or simple interventions, such as being allowed to return to the office to collect documents and files. Ramp-up might be slower for these workers and include staggered shifts and flexible work arrangements as well as retraining to build more flexible skill sets.
- Virtual workers, who can continue to carry out their roles effectively while working from home. Remote work may also be the best choice for employees who are in specialized roles or are “single points of failure” for operational continuity—that is, for whom the risk of falling ill traveling to or working in an office is simply too large for our agency’s mission.
- Essential low-contact services. These operations are both low risk for viral transmission and high value and should be priority to resume operations.
- Essential high-contact services. These services require additional safeguards necessary to restore services, while minimizing the health risk to workers and the public. Actions could include steps to reduce or defer demand for these difficult-to-deliver services.
- Flexible low-contact services. DMA would have to develop processes and tools to sustain long-term remote operations and consider whether any services or workers can be transitioned to remote work permanently.
- Deferrable high-contact services. The questions to consider here are whether these services can be deferred or reduced while viral transmission is active or whether the mode of service delivery can be reconfigured to reduce risk while still maintaining adequate service levels. This may include policy development, traditionally done in offices that can be completed in a sustained remote work environment.



From left, Maj. Gen. Esther Aguigui, the Adjutant General of the Guam National Guard; Gov. Lou Leon Guerrero; Frank Cruz, retiree; Josephine Cruz, wife of Frank Cruz; and State Command Sgt. Maj. Celso Leonen celebrate the retirement of “Chief” Cruz at the Guam National Guard Barrigada Readiness Complex



From left, State Command Sgt. Maj. Celso Leonen; Maj. Gen. Esther Aguigui, the Adjutant General of the Guam National Guard; Senator San Agustin, Speaker Terlaje, Sherrie Barcinas, retiree; Ben Barcinas, husband of Sherrie, Senator Moylan celebrate the retirement of DMA’s Administrative Services Officer.



STARBASE Guam was established in June 2021 through the U.S. Department of Defense Program Cooperative Agreement between the National Guard Bureau and the Territory of Guam.





## MOVING FORWARD

- Continue to manage resources efficiently to improve the quality and capability of the GUNG to carry out all missions.
- Improve recruiting and retention in promoting career growth between DMA Divisions, commit to profession staff training and development.
- Advocate for Natural Resources Protection in collaboration with Construction and Facilities Management Office (CFMO), military members, national partners, local communities and agencies.
- Actively support community partnership programs such as Adopt-a-School project, Adopt-a-Bus Shelter, and Lieutenant Governor's Island Beautification Task Force clean-ups.
- Reduce the General Fund Appropriations to match the Federal Share to ensure continuity of operations and available funding to fill critical vacant positions, procure services and equipment.
- Secure the General Funds for the Guam National Guard to perform Territorial/State Active Duty for domestic emergencies at the request of the Governor of Guam.
- Cap the General Funds for the Office of The Adjutant General to allow the flexibility to properly staff with personnel.
- Improve the frequency of Federal reimbursements to the Government of Guam.
- Continue to manage resources efficiently to improve and expand the quality and capability of the Guam National Guard.
- Promote and improve the prevention of pollution and employing environmental management procedures to enhance and monitor facilities' performances.
- Expand comprehensive recycling program to further minimize and divert the amount of trash going to the landfill.
- Manage resources efficiently to improve the quality and capability of the Guam National Guard to carry out all missions.
- Develop and refine procedures with the United States Property & Fiscal Office - Guam to access other 100% Federally-funded Appendices to support the Guam National Guard.
- Contribute lessons learned to complete the Guam Pandemic Plan in conjunction with the Department of Public Health and Social Services and GHS/OCD.
- Actively support community partnership programs such as American Cancer Society Relay for Life, the American Red Cross, Typhoon Relief Assistance, Adopt-a-School, Adopt-a-Bus Shelter, and Lieutenant Governor's Island Beautification projects.
- Digitize the process for Work Orders to repair/replace lights, faucets, water closets, doors, tiles, locks, leaks, shower heads, air-con units, damage walls, waterblast, paint, etc.
- Expand to local vendors the services procured for electronic security systems, real property control, environmental consulting, ground maintenance, generators maintenance, pest control, submersible tank repair, direct digital HAVAC controls, fire suppressant testing, drinking water systems testing, etc.
- Conduct a Table Top Exercise with key stakeholders (DMA, GHS/OCD, DOA and BBMR) to rehearse processes and procedures necessary in activating the Guam National Guard's response to defense support to civil authorities.

**WE WANT TO HEAR FROM YOU!**

For suggestions on the next report

Email: [admin@dma.guam.gov](mailto:admin@dma.guam.gov)

**VISIT OUR WEBSITE**

<https://dma.guam.gov/>

**Department of Military Affairs  
Located at the following:**

Guam National Guard  
Barrigada Readiness Complex  
430 Army Drive  
Barrigada, Guam 96913  
(671) 647-9150

Fort Juan Muna  
622 East Harmon Industrial Park  
Harmon, Guam 96913  
(671) 344-1127

Guam Air National Guard  
Andersen Air Force Base  
Building 21012, Bonnis Blvd  
Andersen AFB, Guam 96543  
(671) 366-7776



**GOVERNMENT OF GUAM**  
**DEPARTMENT OF MILITARY AFFAIRS**  
**(DIPATTAMENTON ASUNTUN MILITAT)**



**Lourdes A. Leon Guerrero**  
*Maga'lahi • Governor*

**Joshua F. Tenorio**  
*Sigundo Maga'lahi • Lieutenant Governor*

**Esther J.C. Agulgui**  
*Major General (GI)*  
*The Adjutant General*

September 19, 2022

**MEMORANDUM**      **No. DMA 22-054**

**TO:**      The Honorable Benjamin J.F. Cruz  
*Public Auditor*  
Office of Public Accountability

**FROM:**   Jeanenne P. Cordero  
*Administrative Services Officer*

**SUBJ:**    **FY-2021 Citizen-Centric Report; Department of Military Affairs**

Buenas yan Hafa Adai:

Pursuant to *Title 1 Guam Code Annotated Chapter 19 §1922(a)*, the Department of Military Affairs herewith submits to the Office of Public Accountability their FY2021 Citizen-Centric Report.

Should you have any questions and/or concerns, you may contact me directly at (671) 647-9154 or [jeanenne.cordero@dma.guam.gov](mailto:jeanenne.cordero@dma.guam.gov)

Respectfully submitted,

**JEANENNE P. CORDERO**  
*Administrative Services Officer*

cc:  
MG (GU) Esther J.C. Aguiqui  
The Adjutant General



Kayleen Concepcion <kconcepcion@guamopa.com>

## Fwd: FY-2021 Citizen Centric Report; Department of Military Affairs

Benjamin Cruz <bjcruz@guamopa.com>

Mon, Sep 19, 2022 at 3:11 PM

To: Vincent Duenas <vduenas@guamopa.com>, Jerrick Hernandez <jhernandez@guamopa.com>, Thyrza Bagana <tbagana@guamopa.com>, Thomas Eladio Battung <tbattung@guamopa.com>, Johanna Pangelinan <jpangelinan@guamopa.com>, Kayleen Concepcion <kconcepcion@guamopa.com>, Ren Jalandoni <rjalandoni@guamopa.com>, Mariella Cruz <mcruz@guamopa.com>, Kyle Bungubung <kbungubung@guamopa.com>, Thomas Quichocho <tquichocho@guamopa.com>, Frederick Jones <fjones@guamopa.com>

----- Forwarded message -----

From: **Cynthia M. Terlaje** <cynthia.terlaje@dma.guam.gov>

Date: Mon, Sep 19, 2022 at 2:47 PM

Subject: FY-2021 Citizen Centric Report; Department of Military Affairs

To: bjcruz@guamopa.com <bjcruz@guamopa.com>

Cc: Aguigui, Esther C LTC USARMY NG GUARNG (USA) <esther.c.aguigui.mil@army.mil>, Kathleen A. Peredo <kathleen.peredo@dma.guam.gov>, Jeanenne Cordero <jeanne.cordero@dma.guam.gov>

Buenas yan Hafa Adai,

Pursuant to *Title 1 Guam Code Annotated Chapter 19 §1922(a)*, the Department of Military Affairs herewith submits to the Office of Public Accountability their FY2021 Citizen-Centric Report.

Kindly acknowledge receipt of this email, memorandum and report.

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Si Yu'nis Ma'ase'

**Cynthia M. Terlaje**

Office of the Quartermaster

Department of Military Affairs

Tel: 671-647-9150 | Fax: 671-649-8775 | Email: [cynthia.terlaje@dma.guam.gov](mailto:cynthia.terlaje@dma.guam.gov)

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Benjamin J. F. Cruz

Public Auditor

Office of Public Accountability – Guam

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### 2 attachments



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2718K