



Gubernatorial Forum Questions

Pillar 1 – Fiscal Discipline & Sustainability (7)

The Government of Guam manages more than a billion dollars in public resources each year. Citizens expect those resources to be managed with fiscal discipline, transparency, and long-term stewardship. The Chamber believes good governance requires balancing today's priorities while preserving the financial capacity to invest in infrastructure, maintain public assets, and respond to future challenges. **(90 seconds per team)**

F-1

Guam's FY27 proposed budget is approximately **\$1.44 billion**, or roughly **\$9,000 per resident**. What spending categories would you reduce, cap, or restructure in your first budget, and why?

F-2

Many government agencies spend less than 10 percent of their budgets on maintenance, supplies, and equipment. Would your administration establish minimum funding standards for these priorities, and what targets would you set?

F-3

Lapsed funds continue to occur despite unmet public needs. What policies would your administration implement to prevent lapsed appropriations and redirect unused funds to critical services?

F-4

Do you support a fully transparent, line-item budget showing program-level expenditures? If so, how would you ensure it is consistently published and easily accessible to the public?

F-5

Over the past decade, the cost of government has increased from approximately **\$5,500 to \$9,000 per resident**. Do you believe the quality of government services has kept pace, and what reforms would you implement to improve taxpayer value?



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Pillar 2 – Government Effectiveness & Accountability (11)

Government performance is measured not only by how much money is appropriated but by the quality of services delivered to residents. Whether in education, healthcare, public safety, or public works, taxpayers expect measurable results, continuous improvement, and accountability from agency leadership. **(90 seconds per team)**

GA-2

Do you support recalibrating education funding based on actual student enrollment? What principles would guide that decision?

GA-4

What are the two most significant operational challenges facing Guam's healthcare system, and what actions would you take during your first year in office?

GA-5

How will you link agency funding to performance, and are you willing to reduce budgets or replace leadership when agencies fail to deliver measurable results?

GA-9

Some cabinet members may come from the private sector or may be serving in government leadership for the first time. How would your administration prepare them for budgeting, procurement compliance, financial management, and audit readiness?

Pillar 3 – Economic Growth & Diversification (6)

Guam's economy has long relied on tourism and federal spending. While military investment provides important opportunities today, the Chamber believes Guam must simultaneously strengthen tourism, encourage private investment, expand regional markets, and diversify its economy to create long-term resilience and sustainable employment. **(90 seconds per team)**



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E-1

Guam's tourism sector has seen limited reinvestment while visitor arrivals remain below historic levels. What investments or policy changes would your administration implement to revitalize tourism?

E-5

What policies would your administration implement to better integrate military spending and personnel into Guam's local economy?

E-6

In what areas do you see the greatest opportunity for collaboration between government and the private sector to improve Guam's economy and quality of life?

Pillar 4 – Business & Regulatory Environment (5)

Businesses create jobs, generate tax revenue, and invest in our community. A competitive economy depends upon predictable regulations, efficient permitting, transparent procurement, and a civil service that is responsive to residents and the business community alike. The Chamber believes government should be a partner in economic growth while maintaining accountability and public trust. **(90 seconds per team)**

BR-1

Would your administration implement fixed permitting timelines across agencies, and what maximum processing times would you establish?

BR-2

How would you standardize permitting requirements across agencies to reduce conflicting interpretations and unnecessary delays?



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BR-3

What procurement reforms would your administration implement to reduce cycle times while maintaining transparency and accountability?

BR-6

Will you require all regulatory agencies to know what rules and laws are in place before imposing such rules and laws on any resident or business seeking to build or develop?

BR-8

Potential investors have commented that Guam is not business-friendly. What will your administration do specifically to avail of federal or local programs to pave the way for a better business climate or invite new industry?

Pillar 5 – Government Modernization & Structural Reform (5)

Every successful organization periodically evaluates its structure, processes, and technology to improve efficiency and customer service. Government is no different. Modernization requires thoughtful investment, standardized practices, digital transformation, and a willingness to eliminate duplication while improving the delivery of public services. **(90 seconds per team)**

GM-1

Do you support consolidating overlapping government agencies or functions? If so, which areas would you prioritize and why?

GM-5

How would your administration ensure that agency operating procedures are implemented, measured, and regularly updated to improve performance?



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Executive Leadership Section (5)

Policies are important, but administrations ultimately succeed or fail based on leadership. Governors and Lieutenant Governors must build capable teams, establish clear expectations, manage performance, and deliver measurable results. The following questions focus on executive leadership and the management philosophy that will guide the next administration.

EL – 1

What qualities, leadership standards, and expectations will you prioritize when selecting cabinet members and agency directors, and how will you ensure they remain accountable throughout your administration?

Governor responds first (90 seconds)

Lt. Governor follows (60 seconds)

EL – 2

Every administration will encounter agencies that fall short of expectations. Effective leaders must balance coaching, support, accountability, and decisive action.

Describe a time when you had to address an underperforming team or organization. How will that experience shape the way you evaluate, support, and, when necessary, replace cabinet members or agency leaders?

Governor responds first (90 seconds)

Lt. Governor follows (60 seconds)

EL-3

Successful administrations depend on a strong executive partnership with clearly defined responsibilities and shared accountability.

How will the two of you divide responsibilities, resolve disagreements, and ensure that your administration speaks with one voice while maintaining effective oversight of government operations?

Governor responds first (90 seconds)

Lt. Governor follows (60 seconds)



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EL-4

Many successful organizations establish measurable goals, regularly review performance, and continuously improve operations.

What management practices will you implement to create a culture of performance, innovation, and continuous improvement across the Government of Guam, and what metrics will you personally review on a regular basis?

Governor responds first (90 seconds)

Lt. Governor follows (60 seconds)

EL-5

The next administration will likely face economic uncertainty, natural disasters, public health challenges, or unexpected fiscal pressures. Leadership is often measured by decisions made during difficult times.

If elected, what guiding principles will shape your decision-making during a crisis, and how will you balance transparency, fiscal responsibility, and the needs of Guam's residents while maintaining public confidence?

EL-6

Do you ever envision a different political status for Guam, instead of the one we have? If so, can you see us not having to deal with the Jones Act or cabotage laws or federal laws that restrict our ability to fully participate, economically develop, or flourish?