



**Chair Maria Eugenia Leon Guerrero**  
**Vice-Chair Patricia Ann P. Ada**  
**Secretary/Treasurer Carlos Madrid, PhD**

**The Honorable Lourdes A. Leon Guerrero**  
**Governor of Guam**

**The Honorable Joshua F. Tenorio**  
**Lieutenant Governor of Guam**



**Commissioners:**  
**Felix C. Benavente**  
**James L.G. Benavente**  
**Melissa Bettis**  
**William West Cassidy**  
**Michael T. C. Gumataotao**  
**Christine M. Wolke**

**Jillette T. Leon-Guerrero**  
**Executive Director**

## **AGENDA**

### **Board of Commissioners Meeting**

**4 p.m. Thursday 11 December 2025**

**Location Bank of Guam Conference Room, 10th floor, Hagåtña**

- I. Call to order and roll call
- II. Reports
  - a. Secretary's report
    - i. Approval of Agenda [Action]
    - ii. Review and approval of Minutes of 1 May Meeting [Action]
  - b. Treasurer's report FY 2025 and FY2026 [Action]
  - c. Election of Officers: Secretary, Treasurer [Action]
  - d. FY 2026 Meeting schedule [Action]
  - e. Executive Director's report
- III. Old Business
  - a. Board Renewals and appointments
  - b. Committees
    - i. Hagåtña River Study update
  - c. Property Tax Revenue update
  - d. Master plan update and [action]
  - e. Hagåtña Barrio Project update
  - f. Distressed Cities/LISC update
- IV. New Business
  - a. FY2026 Goals and Objectives [action]
  - b. HBP Our Hagatna Community Engagement Plan [action]
- V. Public Comment
- VI. Announcements
- VII. Next meeting date, time and location
- VIII. Adjournment

**155 HESLER PLACE**  
**HAGATNA, GUAM 96910**  
**TEL: (672) 922-2525**

**HRRA MEETING MINUTES**  
**Regular Board of Commissioners Meeting**  
**4 p.m., Thursday, 11 December 2025**  
**Bank of Guam – Conference Room 10th floor, Hagåtña**

**1. CALL TO ORDER, ATTENDANCE & NOTICE**

Chairperson Maria Leon

- Maria E. Leon Guerrero, Chairwoman
- Patricia Ada, Vice-Chairwoman
- Dr. Carlos Madrid, Secretary
- Christine Wolke, Member
- Felix C. Benavente, Member
- West Cassidy, Member
- Monsignor James Benavente, Member
- HRRA Staff: Jillete Leon-Guerrero, Executive Director; Drew Adame, Program Coordinator

Quorum was established.

Acknowledgement of public notice of the meeting was confirmed.

**2. Minutes last meeting, Thursday, 11<sup>th</sup> May 2025**

- Approval of Previous Meeting Minutes

Secretary Carlos Madrid made a motion to approve the minutes of May 11, 2025. Monsignor James Benavente seconded motion.

**Motion passed unanimously.**

**3. TREASURER’S REPORT FY 2025 and FY2026 [Attachment 1]**

- Approval of Agenda

## **6. Adjournment**

Secretary Carlos Madrid made a motion to adjourn the meeting. Vice-Chairwoman Patricia Ada seconded motion.

The meeting adjourned at 6:13 p.m.

**Submitted by:**

Carlos Madrid, Secretary

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[Attachments on file with official minutes]

Note: If any corrections are made to these minutes upon approval, they should be noted in the record of the next meeting.

FY 25

## HRRR BUDGET REPORT [FY2025 - 01 Oct 2024 through 30 Sep 2025]

	APPROPRIATED	BUDGETED	THIS PERIOD	YTD EXPENDITURE	BALANCE REMAINING
GENERAL FUND APPROPRIATION					
PERSONNEL SERVICES					
Salaries	\$ 222,333.00	\$ 181,673.00	\$ 171,579.88	\$ 171,579.88	\$ 50,753.12
Benefits	\$ 123,901.00	\$ 104,842.00	\$ 72,096.61	\$ 72,096.61	\$ 51,804.39
OPERATIONS					
Contractual Services	\$ 50,555.00	\$ 50,235.00	\$ 32,100.04	\$ 32,100.04	\$ 18,454.96
Office Space Rental	\$ 8,500.00	\$ 8,500.00	\$ 8,208.00	\$ 8,208.00	\$ 292.00
Supplies and Materials	\$ 5,000.00	\$ 5,000.00	\$ 999.52	\$ 4,000.48	\$ 3,000.96
Equipment	\$ 21,500.00	\$ 21,500.00	\$ 2,526.00	\$ 2,526.00	\$ 18,974.00
UTILITIES					
Power	\$ 7,500.00	\$ 7,500.00	\$ 7,392.00	\$ 7,392.00	\$ 108.00
Water/Sewer	\$ 1,900.00	\$ 1,900.00	\$ 1,848.00	\$ 1,848.00	\$ 52.00
Telephone/Communication	\$ 2,400.00	\$ 2,400.00	\$ 190.00	\$ 190.00	\$ 2,210.00
TOTAL GENERAL FUND	\$ 443,589.00	\$ 383,550.00	\$ 296,940.05	\$ 299,941.01	\$ 139,647.51
OTHER REVENUE: PROJECTS/CONTRACTS (totals only)	BEGIN & END DATES	BUDGETED	THIS PERIOD	YTD EXPENDITURE	BALANCE REMAINING
DOI: 023AP00123-00 [Funding exclusive to Project]		\$ 975,000.00	\$ -	\$ -	Terminated
Hagatna River Study	06/12/2023 - 09/30/2027	\$ 55,000.00	\$ 52,990.00	\$ -	\$ 2,010.00
DOI: 023AP00289-00 [Funding exclusive to Project]					
Hybrid Automobile	09/20/2023 - 09/30/2026				
DOI: GUAMCIZ020-24HRA					
Matrix Planning Services	09/19/2024 - 9/30/2026	\$ 240,000.00	\$ 130,214.00	\$ -	\$ 109,786.00
Legal Services [GEDA]	09/19/2024 - 9/30/2026	\$ 55,583.00	\$ 55,583.00	\$ 6,552.50	\$ 49,030.50
TOTAL FEDERAL FUNDS		\$ 1,325,583.00	\$ 238,787.00	\$ -	\$ 160,826.50
FHLB Des Moines/Bank of Guam Grant	awarded 3/21/2025				
Community Engagement		\$ 11,000.00	\$ 11,000.00	\$ 638.19	\$ 10,361.81
Research Assistance		\$ 15,000.00	\$ 15,000.00	\$ 4,000.00	\$ 11,000.00
Housing Analysis		\$ 2,500.00	\$ 2,500.00	\$ -	\$ 2,500.00
Administrative Fee		\$ 4,202.00	\$ 4,202.00	\$ -	\$ 4,202.00
TOTAL OTHER REVENUE		\$ 32,702.00	\$ 32,702.00	\$ 4,638.19	\$ 300,474.01
As of 09/30/2025					



07426

HRRR BUDGET REPORT [FY2026 - 01 Oct 2025 through 12/31/25]

GENERAL FUND APPROPRIATION		APPROPRIATED	BUDGETED	THIS PERIOD	YTD EXPENDITURE	BALANCE REMAINING
<b>PERSONNEL SERVICES</b>						
	Salaries	\$ 249,307.00	\$ 220,256.00	\$ 15,849.36	\$ 15,849.36	\$ 233,457.64
	Benefits	\$ 121,619.00	\$ 112,270.00	\$ 7,010.52	\$ 7,010.52	\$ 114,608.48
<b>OPERATIONS</b>						
	Contractual Services	\$ 29,963.00	\$ 11,023.00	\$ 5,256.24		\$ 29,963.00
	Office Space Rental	\$ 8,500.00	\$ 8,500.00			\$ 8,500.00
	Supplies and Materials	\$ 6,200.00	\$ 5,000.00			\$ 6,200.00
	Equipment	\$ 8,000.00	\$ 8,000.00			\$ 8,000.00
<b>UTILITIES</b>						
	Power	\$ 10,000.00	\$ 10,000.00			\$ 10,000.00
	Water/Sewer	\$ 5,000.00	\$ 5,000.00			\$ 5,000.00
	Telephone/Communication	\$ 5,000.00	\$ 5,000.00			\$ 5,000.00
	<b>TOTAL GENERAL FUND</b>	\$ 443,589.00	\$ 385,049.00	\$ 28,116.12	\$ 22,859.88	\$ 420,729.12
<b>SPECIAL REVENUE FUNDS</b>		AVAILABLE FUNDS*	BUDGETED	THIS PERIOD	YTD EXPENDITURE	BALANCE REMAINING
<b>506 HRRR RPT REVENUE FUND - PUBLIC LAW 24-110</b>						
	SALARY	\$ 623,472.00				\$ 623,472.00
	FRINGE	\$ 232,244.00				\$ 232,244.00
	CONTRACTS	\$ 244,000.00				\$ 244,000.00
	SUPPLIES	\$ 1,073.00				\$ 1,073.00
	<b>SPECIAL REVENUE FUNDS</b>	\$ 1,100,789.00				\$ 1,100,789.00
		*FUNDS RECEIVED BY HRRR as of 31 Dec 2021 funds roll over year to year				
<b>FEDERAL GRANTS</b>		DATES	BUDGETED	THIS PERIOD	YTD EXPENDITURE	BALANCE REMAINING
<b>DOI: D23AP00289-00 [HYBRID AUTOMOBILE] Grant total: \$55,000.00</b>		09/20/2023 - 09/30/2026	\$ 2,010.00		\$ 2,010.00	
<b>DOI: GUAMCIZ020-2HRRR: Grant total: \$300,000.00</b>		09/19/2024 - 9/30/2026	\$ 109,786.00		\$ 109,786.00	
	Matrix Planning Services	09/19/2024 - 9/30/2026	\$ 49,030.50		\$ 49,030.50	
	Legal Services [GEDA]	09/19/2024 - 9/30/2026	\$ 160,826.50		\$ 160,826.50	
<b>TOTAL FEDERAL GRANTS</b>			\$ 160,826.50		\$ 160,826.50	
<b>OTHER GRANTS/REVENUE</b>		DATES	BUDGETED	THIS PERIOD	YTD EXPENDITURE	BALANCE REMAINING
<b>FHLB Des Moines/Bank of Guam/ Grant Hagatna Barrio Project: \$32,702.00</b>		Awarded 3/21/25	\$ 10,361.81			\$ 10,361.81
	Community Engagement		\$ 11,000.00			\$ 11,000.00
	Research Assistance		\$ 2,500.00			\$ 2,500.00
	Housing Analysis Report		\$ 4,202.00			\$ 4,202.00
	HRRR Administrative fee					
<b>TOTAL NON GOV GUAM OR FEDERAL GRANTS</b>			\$ 28,063.81			\$ 28,063.81
<b>TOTAL OTHER THAN GOV GUAM GENERAL FUND REVENUE</b>			\$ 1,289,679.31			\$ 1,289,679.31
<b>TOTAL FUNDS INCLUDING GOV GUAM GENERAL FUND</b>			\$ 1,733,268.31		\$ 22,859.88	\$ 1,710,408.43

# Budget Statistics Analytics

global analytics: Budget Statistics ▼

- Connect
- Save
- Export
- Grid
- Charts
- Cancel
- Reload
- Set KPI Query

YEAR 2020 ▼ ORIGIN YEAR 2020 FUND DISPLAY NAME ALL

1	2	3	4	5	6	7	8	9	10
ORGANIZATION	ACCOUNT DISPLAY NAME	Appropriated \$	Allotted YTD \$	Encumbrances \$	Actual Expenditures YTD \$	Budget Funds Available \$	Reserved \$	Unallotted \$	
99-DEPARTMENT	99 + Division	443,589.00	377,050.00	5,256.24	22,859.88	348,933.88	66,539.00	0.00	
6111001-REGULAR SALARY		249,307.00	220,256.00	0.00	15,849.36	204,406.64	29,051.00	0.00	
6113001-FRinge		121,619.00	112,270.00	0.00	7,010.52	105,259.48	9,349.00	0.00	
6230001-CONTRACT		29,963.00	11,023.00	5,256.24	0.00	5,766.76	18,940.00	0.00	
6233001-BLDG RENT		8,500.00	8,500.00	0.00	0.00	8,500.00	0.00	0.00	
6240001-SUPPLIES		6,200.00	5,000.00	0.00	0.00	5,000.00	1,200.00	0.00	
6250001-EQUIPMENT		8,000.00	1.00	0.00	0.00	1.00	7,999.00	0.00	
6361001-POWER UTILITY		10,000.00	10,000.00	0.00	0.00	10,000.00	0.00	0.00	
6362001-WATER UTILITY		5,000.00	5,000.00	0.00	0.00	5,000.00	0.00	0.00	
6363001-TELECOMM		5,000.00	5,000.00	0.00	0.00	5,000.00	0.00	0.00	



FY26

## HRA BUDGET REPORT [FY2026 - 01 Oct 2025 through 12/3/25]

GENERAL FUND APPROPRIATION	APPROPRIATED	BUDGETED	THIS PERIOD	YTD EXPENDITURE	BALANCE REMAINING
<b>PERSONNEL SERVICES</b>					
Salaries	\$ 249,307.00	\$ 220,256.00	\$ 15,849.36	\$ 15,849.36	\$ 233,457.64
Benefits	\$ 121,619.00	\$ 112,270.00	\$ 7,010.52	\$ 7,010.52	\$ 114,608.48
<b>OPERATIONS</b>					
Contractual Services	\$ 29,963.00	\$ 11,023.00	\$ 5,256.24		\$ 29,963.00
Office Space Rental	\$ 8,500.00	\$ 8,500.00			\$ 8,500.00
Supplies and Materials	\$ 6,200.00	\$ 5,000.00			\$ 6,200.00
Equipment	\$ 8,000.00	\$ 8,000.00			\$ 8,000.00
<b>UTILITIES</b>					
Power	\$ 10,000.00	\$ 10,000.00			\$ 10,000.00
Water/Sewer	\$ 5,000.00	\$ 5,000.00			\$ 5,000.00
Telephone/Communication	\$ 5,000.00	\$ 5,000.00			\$ 5,000.00
<b>TOTAL GENERAL FUND</b>	<b>\$ 443,589.00</b>	<b>\$ 385,049.00</b>	<b>\$ 28,116.12</b>	<b>\$ 22,859.88</b>	<b>\$ 420,729.12</b>
<b>SPECIAL REVENUE FUNDS</b>	<b>AVAILABLE FUNDS*</b>	<b>BUDGETED</b>	<b>THIS PERIOD</b>	<b>YTD EXPENDITURE</b>	<b>BALANCE REMAINING</b>
<b>506 HRRRA RPT REVENUE FUND - PUBLIC LAW 24-110</b>					
SALARY	\$ 623,472.00				\$ 623,472.00
FRINGE	\$ 232,244.00				\$ 232,244.00
CONTRACTS	\$ 244,000.00				\$ 244,000.00
SUPPLIES	\$ 1,073.00				\$ 1,073.00
<b>SPECIAL REVENUE FUNDS</b>	<b>\$ 1,100,789.00</b>				<b>\$ 1,100,789.00</b>
*FUNDS RECEIVED BY HRRRA as of 31 Dec 2021. Funds roll over year to year					
<b>FEDERAL GRANTS</b>	<b>DATES</b>	<b>BUDGETED</b>	<b>THIS PERIOD</b>	<b>YTD EXPENDITURE</b>	<b>BALANCE REMAINING</b>
DOI: D23AP00289-00 [HYBRID AUTOMOBILE] Grant total: \$55,000.00	09/20/2023 - 09/30/2026	\$ 2,010.00		\$ 2,010.00	
DOI: GUAMC2020-2HRRRA: Grant total: \$300,000.00	09/19/2024 - 9/30/2026	\$ 109,786.00		\$ 109,786.00	
Matrix Planning Services	09/19/2024 - 9/30/2026	\$ 49,030.50		\$ 49,030.50	
Legal Services [GEDA]					
<b>TOTAL FEDERAL GRANTS</b>		<b>\$ 160,826.50</b>	<b>\$</b>	<b>\$</b>	<b>\$ 160,826.50</b>
<b>OTHER GRANTS/REVENUE</b>	<b>DATES</b>	<b>BUDGETED</b>	<b>THIS PERIOD</b>	<b>YTD EXPENDITURE</b>	<b>BALANCE REMAINING</b>
FHLB Des Moines/Bank of Guam/Grant Hagatna Barrio Project: \$32,702.00	Awarded 3/21/25	\$ 10,361.81			\$ 10,361.81
Community Engagement		\$ 11,000.00			\$ 11,000.00
Research Assistance		\$ 2,500.00			\$ 2,500.00
Housing Analysis Report		\$ 4,202.00			\$ 4,202.00
HRRRA Administrative fee					
<b>TOTAL NON GOV GUAM OR FEDERAL GRANTS</b>		<b>\$ 28,063.81</b>			<b>\$ 28,063.81</b>
<b>TOTAL OTHER THAN GOV GUAM GENERAL FUND REVENUE</b>	<b>\$ 1,289,679.31</b>	<b>\$ 1,289,679.31</b>			<b>\$ 1,289,679.31</b>
<b>TOTAL FUNDS INCLUDING GOV GUAM GENERAL FUND</b>	<b>\$ 1,733,268.31</b>	<b>\$ 1,674,728.31</b>		<b>\$ 22,859.88</b>	<b>\$ 1,710,408.43</b>

# Budget Statistics Analytics

global analytics: Budget Statistics ▼

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- Save
- Export
- Grid
- Charts
- Cancel
- Reload
- Set KPI Query

YEAR 2020 ▼ ORIGIN YEAR 2020 FUND DISPLAY NAME

1 2 3 4 5 6 7 8 9 10

ORGANIZATION	ACCOUNT DISPLAY NAME	Appropriated \$	Allotted YTD \$	Encumbrances \$	Actual Expenditures YTD \$	Budget Funds Available \$	Reserved \$	Unallotted \$
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6230001-CONTRACT		29,963.00	11,023.00	5,256.24	0.00	5,766.76	18,940.00	0.00
6233001-BLDG RENT		8,500.00	8,500.00	0.00	0.00	8,500.00	0.00	0.00
6240001-SUPPLIES		6,200.00	5,000.00	0.00	0.00	5,000.00	1,200.00	0.00
6250001-EQUIPMENT		8,000.00	1.00	0.00	0.00	1.00	7,999.00	0.00
6361001-POWER UTILITY		10,000.00	10,000.00	0.00	0.00	10,000.00	0.00	0.00
6362001-WATER UTILITY		5,000.00	5,000.00	0.00	0.00	5,000.00	0.00	0.00
6363001-TELECOMM		5,000.00	5,000.00	0.00	0.00	5,000.00	0.00	0.00

13 14 15 16 17 18 19



## ACCOUNTS HELD BY WELLS FARGO BANK, N.A.

on our records as having inactive accounts that are at the Treasurer of Guam during the month of January of the

ON LN NO 602, TAMUNING, GU 96913  
 BOX 6522, TAMUNING, GU 96931  
 SUITE 8 STE 503, MAITE, GU 96910  
 BUILDING, 231 YPAO RD STE 201 TAMUNING, GU 96913  
 , RONALD; PO BOX 8, HAGATNA, GU 96932

Unclaimed Property immediately to prevent this property to Guam: Call us at 1-877-392-2342; email us at [info@wellsfargo.com](mailto:info@wellsfargo.com); or send a signed letter to PO Box 563970, which will be available until December 31, 2025, to persons entitled. In January 2026, a report of unclaimed property and send to the Treasurer of Guam after which time Wells Fargo



26-001

### and 1400 Equipment & Peripherals

on Tuesday, December 16, 2025  
 Materials Management Office, Room 2105  
 (Building 2000), GCC Student Services & Administration Building

on Tuesday, December 16, 2025  
 Student Services & Administration Conference Room  
 Student Services & Administration Building 2nd Floor (Building 2000)

Guam Community College Student Services & Administration Building  
 have a bid packet at the Cashier's Office (Room 2119) located in the Administration Building, 1st floor, during the hours of 8:00 a.m. thru Friday (excluding Government of Guam holidays). A fee of \$10.00 will be charged for each hard copy of the bid packet and must be paid by the deadline. Upon payment and issuance of a receipt, a bid may be requested from the Materials Management Office, Room 2105 (1st floor). You may request a PDF file of the bid packet via email, free of charge.

For more information, please contact the Materials Management Office at (671) 922-2527 or [materialsmanagement@guamcc.edu](mailto:materialsmanagement@guamcc.edu).

/s/ MARY A.Y. OKADA, Ed.D.  
 President

This advertisement was paid with Guam Community College Funds. We are an equal opportunity provider and employer.



Chair: Marko Espinoza, Leon Guerrero  
 Vice-Chair: Patricia Ann P. Ada  
 Secretary: Carlos Madrid Alarcon-Filler, PhD  
 Commissioners:  
 Felix C. Benavente  
 James L.G. Benavente  
 Melissa Bettis  
 William West Cassidy  
 Michael T.C. Gumataotao  
 Christine M. Wolke

The Honorable Lourdes A. Leon Guerrero  
 Governor of Guam  
 The Honorable Jonathan F. Tostero  
 Lieutenant Governor of Guam  
 Jilberto T. Leon-Guerrero  
 Executive Director



## AGENDA

Board of Commissioners Meeting  
 4:00 pm Thursday 11 December 2025

Location: Bank of Guam Conference Room, 10th floor, Hagåtña

- I. Call to order and roll call
- II. Reports
  - a. Secretary's report
    - i. Approval of Agenda
    - ii. Review and approval of Minutes of 1 May Meeting
  - b. Treasurer's report
    - i. FY2025
    - ii. FY2026
  - c. Election of Officers: Secretary, Treasurer
  - d. FY2026 Meeting schedule
  - e. Executive Director's report
- III. Old Business
  - a. Board Renewals and appointments update
  - b. Committees/Working Groups
    - i. Hagåtña River Study update
  - c. Property Tax Revenue update
  - d. Master plan update
  - e. Hagåtña Barrio Project update
  - f. Distressed Cities/LISC update
- IV. New Business
  - a. FY2026 Budget/Goals and Objectives
  - b. Hagåtña Barrio Project Community Engagement
    - i. Approval of Community Engagement Plan
- V. Public Comment
- VI. Announcements
- VII. Next meeting date, time and location
- VIII. Adjournment

LIVE STREAMED ON YOUTUBE CHANNEL: Hagåtña Restoration and Redevelopment Authority

The full agenda may be viewed on the HARRA website at <https://hrra.guam.gov> for more information and persons requiring special accommodations, please contact HARRA Administrative Offices, Bertha Padrones at [bertha.padrones@hrra.guam.gov](mailto:bertha.padrones@hrra.guam.gov) or 671 922-2527. This advertisement is paid with HARRA funds



**This is Posty.**  
 He loves delivering newspapers, but he can't do it alone. You can help Posty out by becoming a delivery driver for The Guam Daily Post.





APPOINTEE	POSITION	VICE-CHAIR	TERM LENGTH	CONFIRMED TERM	EXPIRES	COMMENTS
1 Patricia P. ADA AdaTrust@guam.net 688-1342	Gov's appointee	VICE-CHAIR		6/3/25 - 6/2/30	8/31/30	90 Days 3 Legislative days
2 Carlos MADRID y Alvarez-Piner cmadridap@hotmail.com 488-6541/1 +34 67123 9651	Gov's appointee		Five (5) Years	7/11/19		
3 Felix BENAVENTE felouben@gmail.com 988-7911	Gov's appointee		Five (5) Years	12/16/24		15-Mar-30 90 days 3 Legislative days
4 Maria Eugenia LEON GUERRERO maria.leonguerrero@bankofguam.com 797-1595	Gov's appointee	CHAIR	Five (5) Years	10/4/21		8/31/30 90 days 3 Legislative days
5 James Leon Guerrero BENAVENTE jamesleobnave@guam.com 688-5542	Gov's appointee		Five (5) Years	5/30/19		8/31/30
6 Christine M. WOLKE cwolke57@gmail.com 687 7631	Gov's appointee		Five (5) Years	6/3/25 - 6/2/30		8/31/30 90 days 3 Legislative days
7 Melissa F. BETTIS melissa.bettis@guam.gov 671 685-2669	Gov's appointee		Five (5) Years	12/17/20		8/31/30 90 days 3 Legislative days
8 Michael T.C. Gumataotao michael.gumataotao@mcog.guam.gov 477-8045/472-6379	Mayor of Hagatna		Five (5) Years		End of Term	
9 West CASSIDY wcassidy@picco.com 727-3214	Speaker's appointee		Mayors Term	2025		End of Speakers Term
			@ pleasure of Speaker	2025-		

#### **Policy:**

- Establish a formal review policy within HRRR to periodically evaluate and update the priority project list, ensuring alignment with current community needs and strategic goals.
- Develop interagency coordination protocols to facilitate data sharing, progress tracking, and stakeholder input in project prioritization.
- Implement a transparent decision-making framework incorporating community feedback and feasibility analyses to guide project selection and modification.

#### **Programs:**

- Launch a Priority Projects Review Task Force consisting of HRRR staff, government agencies, community representatives, and subject matter experts to conduct comprehensive evaluations of each priority project.
- Conduct detailed project assessments covering status updates, challenges, resource requirements, and community impacts for the Guam Land Resources Building, the Palåsyu, City Governance establishment, and the Heritage Trail.
- Organize public forums and workshops to gather community input and disseminate information on project progress and revisions.
- Develop updated implementation plans and timelines incorporating task force findings to guide next phases of project execution.

#### **Funding:**

- Secure dedicated budgets for the Priority Projects Review Task Force to cover research, stakeholder engagement, and reporting activities.
- Pursue phased funding approaches aligned with revised project timelines, optimizing use of local government appropriations, federal grants, and private investments.
- Explore new funding opportunities specifically targeted at the renovation and preservation of cultural and civic infrastructure, including historic sites integral to the Heritage Trail.
- Establish contingency funding reserves to address unforeseen challenges or opportunities identified during project reviews.

**Goal #4:** Address the flooding issue in Hagåtña through collaborative innovation by leveraging academic expertise and community partnership, with a focus on using the river as a community resource.

#### **Policy:**



### **PROPOSED Working Groups Meeting Schedule – monthly?**

[Comprised of at least one board member and other stakeholders]

Suggest a working group for each priority goal:

1. Strengthen the organizational foundation of HRRA
2. Establish the Master Plan as a public law...
3. Review and revise the priority project list from the HMP
4. Address the flooding issue in Hagatna
5. Ensure ongoing development and institutionalization of the Hagatna Barrio Project :

HBP Community Engagement working groups - schedule to be determined by group - at least one commissioner should participate in each working group:

1. Culture and Heritage
2. Business and Economy
3. Public Spaces and Safety
4. Infrastructure and Access
5. Housing and livability

## DISTRESSED CITIES LISC TECHNICAL ASSISTANCE INTEGRATION

The working groups operate within LISC's three-phase TA structure (2025–2026), ensuring capacity-building and strategy alignment:

LISC PHASE	TIMELINE	FOCUS AREA	WORKING GROUP
PHASE 1: Assessment & Tracking	Summer-Fall 2025	Site visit, needs assessment, stakeholder alignment	Informed by Needs Assessment findings; working groups use this as baseline
PHASE 2: Capacity building & SOPs	Fall 2025 – Spring 2026	Develop SOPs, training, financial systems	Working groups operate using HRRRA-provided facilitation templates and SOP frameworks; early coordination with partners
PHASE 3: Financial Systems & Sustainability	Spring – Summer 2026	Fund Development, revenue diversification, pilot projects	Working group recommendations inform grant applications, funding strategies, and phased project priorities

### WORKING GROUP STRUCTURE &TIMELINE

**Composition:** 10–20 members per group drawn from:

- November 6 event attendees (returning participants from focus tables)
- HRRRA staff and one Board representative per group
- Key external partners (GEDA, GHURA, DPW, Guam Museum, Mayor's Office, etc.)
- Residents, business owners, youth, elders, disability advocates

**Meeting Cadence:** 3–4 working sessions over 6–9 months (every 6–8 weeks)

**Outputs per Group:**

- 1–2 year action agenda with roles for HRRRA and partners
- 2–3 "early win" projects (high visibility, quick implementation)
- Funding and TA needs aligned with Master Plan and LISC recommendations

## SUCCESS METRICS

- **Participation:** 20+ returning participants from November 6 event plus 30+ new recruits; sustained attendance (75%+ across sessions)
  - **Community Voice:** All five themes reflected in final recommendations; evidence that survey and focus group priorities shaped strategies.
  - **HRRA Capacity:** Working group processes use new SOPs and templates; staff and Board gain skills in facilitation and multi-stakeholder coordination.
  - **Actionability:** Each group delivers 1–2 early wins and a clear 1–2-year agenda; 80%+ of recommendations have identified funding or partner leads.
  - **Impact:** At least 3 early-win projects launched by end of 2026; visible improvements in safety, heritage activation, business support, or housing within 12 months
- 

## RESOURCE REQUIREMENTS

- **HRRA Staff Time:** ~0.5 FTE for working group coordination and facilitation.
  - **Budget:** \$15,000–\$25,000 for facilitation support, meeting logistics, travel reimbursement, and communication
  - **Partner Contributions:** In-kind support from LISC, GEDA, GHURA, Mayor's Office, and civic organizations
  - **Timeline:** Initiate recruitment January 2026; conclude report-back September 2026
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## NEXT STEPS FOR BOARD

1. **Approve** the working group framework and five themes.
2. **Designate** one Board member per working group as liaison.
3. **Authorize** staff to finalize recruitment strategy and schedule kickoff forum for February 2026
4. **Allocate** budget for working group support within FY 2026 or from LISC TA allocation.
5. **Confirm** HRRA's commitment to using working group products to inform Master Plan implementation and funding priorities.



COMPARISON BETWEEN  
HUD's DISTRESSED CITIES PROGRAM [Needs Assessment Report by LISC]  
and  
HRRRA COMMUNITY ENGAGEMENT EFFORTS  
[Business, Resident and All Island Surveys and results from the 1<sup>st</sup> Community Engagement Event]

**8. Need for diversified and stable funding mechanisms**

- The Needs Assessment calls for improvement of improvement-tax collection, pursuit of grants, and public-private partnerships, and warns of legislative and revenue instability; the Engagement Report records community/business support for PPPs, BID-style concepts, and sustainable funding for cleaning, safety, and maintenance.

**9. Organizational capacity gaps and need for technical assistance**

- Both highlight HRRRA's small staff, limited internal financial systems, and reliance on general funds; the Needs Assessment explicitly proposes SOPs, training, and phased TA, while the Engagement Report documents external expectations that HRRRA improve reliability, communication, and follow-through on implementation.

**10. Desire for visible "early wins" and activation of public spaces**

- The Needs Assessment recommends short-term, high-impact projects (beautification, public space upgrades, cultural events) to build trust; the Engagement Report shows strong interest in festivals, events, nightlife, dining, and more active use of plazas and parks as markers of progress.

## Major differences in focus and function

Dimension	Needs Assessment (LISC / HUD DCTA)	Community Engagement & Infrastructure Outcomes (Matrix / Our Hagåtña)
Primary purpose	Diagnose HRRRA's organizational, financial, and programmatic needs; define a multi-phase technical assistance workplan through 2026.	Capture resident, business, and islandwide priorities to guide project selection, infrastructure investments, and design decisions for
Perspective	Institution- and system-focused: HRRRA governance, staffing, financial capacity, and role in economic development and housing.	Community- and user-focused: lived experience of safety, cleanliness, access, housing, business conditions, and desired amenities.
Methods	Site visit, stakeholder interviews, organizational desk review, contextual and economic/housing analysis; largely qualitative and strategic.	Structured surveys (resident, business, islandwide) with charts and rankings, plus focus groups and event-based qualitative input.
Level of detail on HRRRA internals	Extensive: bylaws, Board roles, staffing levels, budget figures, SOP gaps, financial systems, TA phases, and specific capacity-building tasks.	Limited: HRRRA described more as project sponsor; focus is on how HRRRA should respond to community priorities rather than internal structures.

## **PROPOSED Working Groups Meeting Schedule – monthly?**

[Comprised of at least one board member and other stakeholders]

Suggest a working group for each priority goal:

1. Strengthen the organizational foundation of HRRRA
2. Establish the Master Plan as a public law...
3. Review and revise the priority project list from the HMP
4. Address the flooding issue in Hagatna
5. Ensure ongoing development and institutionalization of the Hagatna Barrio Project :

HBP Community Engagement working groups - schedule to be determined by group - at least one commissioner should participate in each working group:

1. Culture and Heritage
2. Business and Economy
3. Public Spaces and Safety
4. Infrastructure and Access
5. Housing and livability