



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

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

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

**Michael W. Cruz**  
*Brigadier General*  
*The Adjutant General*

January 19, 2024

**MEMORANDUM No. DMA 24-017**

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

The Honorable Therese M. Terlaje  
*Speaker, I Mina'trentai Siette na Liheslaturan Guahån*

**FROM:** BG Michael W. Cruz  
*The Adjutant General*

**SUBJ:** **FY-2022 Citizen-Centric Report; Department of Military Affairs**

Hafa Adai!

Pursuant with *Title 1 Guam Code Annotated Chapter 19 §1922(a)*, the Department of Military Affairs submits to the Office of Public Accountability their FY2022 Citizen-Centric Report.

In compliance with the electronic reporting submission requirements, the attached report was also submitted to the Speaker of the 37<sup>th</sup> Guam Legislature and will be posted on the Department of Military Affairs website.

Should you require further information, please contact Kathleen A. Peredo, Quartermaster at (671) 647-9150/9155.

Respectfully submitted,

**BG MICHAEL W. CRUZ**  
*The Adjutant General*

Attachments: DMA FY22 CCR

cc:  
MG (GU) Esther J.C. Aguigui, TAG12, Retired



# CITIZEN CENTRIC REPORT

## Department of Military Affairs

Dipattamenton Asuntun Militat

FISCAL YEAR 2022



A REPORT TO OUR CITIZENS

### OUR GOVERNANCE



Lourdes Leon Guerrero  
Maga-hagan Gatahan  
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



## A MESSAGE FROM TAG12

Hafa adai!

During my tenure as the Director of the Department of Military Affairs (DMA) and the 12th Adjutant General of the Guam National Guard (GUNG) from 2019 to 2023, I am grateful for the privilege of working under the leadership of Governor Lourdes A. Leon Guerrero and Lieutenant Governor Joshua F. Tenorio. Their guidance and support were instrumental during one of the most challenging periods in our history, marked by the COVID-19 pandemic and various national and international crises.

Our collaboration extended beyond the borders of Guam, forging valuable partnerships with key military entities, including INDOPACOM, USARPAC, Joint Region Marianas, 36th Air Base Wing, U.S. Marine Corps Base Camp Blaz, and the U.S. Coast Guard. These partnerships strengthened our capabilities and enhanced our strategic readiness to respond to diverse challenges, from deployments in the Middle East and the U.S. Capitol to safeguarding our home front with the missile defense systems.

Despite facing unprecedented challenges, our organization consistently exceeded the standard in every mission. The resilience and dedication of our troops, civilian employees, families, employers, and the community played a pivotal role in our success. As General Daniel Hokanson, chief of the National Guard, noted, "Everywhere I go, people talk about how good you are." The DMA and GUNG emerged as a world-class organization, leaving a positive impact wherever we were deployed - whether abroad or on the home front.

As I conclude my service, I take pride in the accomplishments of our hometown heroes who are the liberators of our generation, and I am forever honored to have served among them. The future of the DMA and the GUNG is bright, thanks to the collective strength and commitment of our incredible team.

In reflection, I am reminded of the saying, 'God gives His hardest battles to His bravest Soldiers.' Our journey, marked by the challenges of the deadliest pandemic in a century and various crises worldwide, has proven the resilience and bravery of our troops and our civilian employees. Together, we faced adversity with unwavering courage, leaving a lasting legacy of dedication and service to our community and country.

Biba DMA! Biba GUNG! Biba Guam!

Adios, esta ki man ali'hit talo,  
TAG 12



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# 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.



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



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.

# Performance by the Numbers



## WORK ORDER REQUESTS

503 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

124 purchase orders were issued through Government of Guam procurement.



## RENEWABLE ENERGY SAVINGS

Renewable Energy will provide an estimated \$133,000 in savings per annum upon completion of three renewable energy projects with PV solar systems.



## DRINKING WATER FOUNTAINS & ICE MACHINES

12 Drinking Water Fountains and 3 Ice Machines 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 BY THE POUND

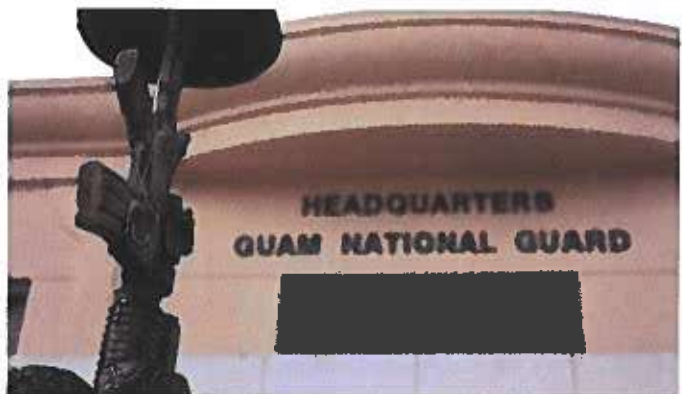
491 pounds of waste disposal was collected. This included non-hazardous waste, 209lbs used oil, 104lbs used fuel (JP8), 50lbs waste battery fluid, 128lbs fluorescent light bulbs.



## WASTE DISPOSAL BY THE TON

148.5 tons of waste disposal was collected. This included 46 tons cardboard, 7 tons wood, 1.5 tons metal and 94 tons municipal waste.

## MANAGEMENT AND STAFF TIME

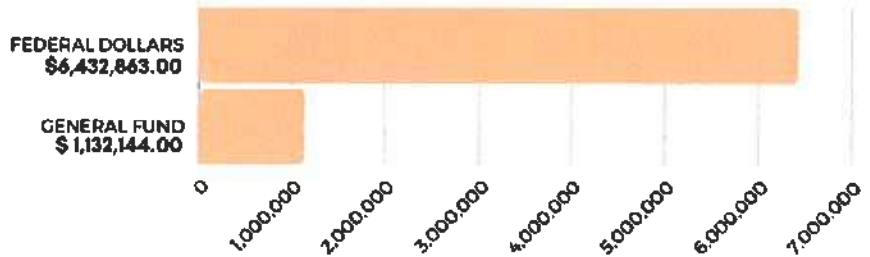


The Guam Department of Military Affairs (DMA) receives Federal dollars annually through the Master Cooperative Agreement Appendices provided by the National Guard Bureau to fully operate and support the Guam National Guard as it achieves the highest level of readiness.

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.

## FY 22 FUNDING REVENUE



DMA hosted 10 participants of the Governor's Summer Youth Internship Program preparing and training them for real-work entry level experience, and mentoring them to be active contributing members of our island.



DMA and the Guam National Guard wore red, waved, and planted in support of Red Ribbon Week and Plant the Promise with special thanks to DOAG Forestry who provided the plants.



COVID-19 couldn't keep DMA and GUNG volunteers from coming together and bearing gifts for the children of Merizo Martyrs Memorial School. The Department of Military Affairs Adopt-A-School.

### OFFICE OF THE ADJUTANT GENERAL

#### APPENDIX ARMY NATIONAL GUARD

- 1 Facilities Program
- 2 Environmental Resource Management
- 3 Security Guard
- 4 Electronics Security Management, Installation, Operation and Maintenance
- 10 Anti-Terrorism Program Coordinator Activities
- 11 Emergency Management Program
- 14 Administrative Services Activities
- 40 Distributed Learning Program

#### AIR NATIONAL GUARD

- 21 Facilities Operation & Maintenance Activities
- 23 Security Guard Activities

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

DMA EXPENDITURE SUMMARY	FY22	FY21	FY20
<b>Personnel</b>	3,542,200.75	2,926,835.31	2,420,565.18
<b>Travel</b>	80,878.96	25,044.25	55,641.38
<b>Contractual</b>	229,297.71	206,510.26	142,928.30
<b>Supplies</b>	146,724.37	67,418.18	73,966.04
<b>Equipment</b>	132,867.12	12,115.00	7,167.99
<b>Drug Testing</b>	0.00	400.00	200.00
<b>Power</b>			
Barrigada Readiness Complex	538,121.50	1,009,893.29	
Fort Juan Muna	881,631.73	308,526.29	1,018,506.38
Andersen Air Force Base	332,708.82		235,645.91
<b>Water</b>			
Barrigada Readiness Complex	23,966.72		37,525.70
Fort Juan Muna	39,071.80	38,537.13	29,479.43
Andersen Air Force Base	0.00	21,957.13	
<b>Telephone</b>	6,383.36	3,953.28	3,905.76
<b>Capital Outlay</b>	24,440.00		18,999.00
<b>TOTAL:</b>	<b>5,978,292.84</b>	<b>4,621,190.12</b>	<b>4,044,531.07</b>

# Outlook

Guam National Guard Civilian of the Year 2022  
MR. REYNALDO MANDAPAT



From left: Lt Gen Michael Loh, Mr. Reynaldo Mandapat, Guam National Guard Civilian of the Year, and The Honorable Governor of Guam, Lourdes A Leon Guerrero.



From left: Gary, LyAna, and Gino, her children. Jerry Crisostomo, husband, Lorilee Crisostomo, retiree; Ron Topasna, Ray Topasna, her brothers and Ashley, her niece, celebrate the retirement of DMA's Quartermaster.



STARBASE Guam offers a positive, proven approach to engendering excitement and interest in Science, Technology, Engineering and Math (STEM).

## 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.
- Public health emergency continues to affect staff capacity, and set back regularly scheduled training for DMA staff.
- On-site critical workers, whose presence 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.



## 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.
- 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



Office of Public Accountability - Guam &lt;admin@guamopa.com&gt;

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**FY-2022 Citizen Centric Report; Department of Military Affairs**

1 message

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

Mon, Jan 22, 2024 at 11:46 AM

To: "Public Auditor Benjamin J.F. Cruz" &lt;bjcruz@guamopa.com&gt;, "Speaker Therese M. Terlaje" &lt;speaker@guamlegislature.org&gt;

Cc: "Office of Public Accountability (Board Meeting Audio Recordings)" &lt;admin@guamopa.com&gt;, "Kathleen A. Peredo" &lt;kathleen.peredo@dma.guam.gov&gt;, Jeanenne Cordero &lt;jeanenne.cordero@dma.guam.gov&gt;, Esther Aguigui &lt;esther.aguigui@ghs.guam.gov&gt;, Myra Hernandez &lt;myra.hernandez@dma.guam.gov&gt;

Buenas yan Hafa Adai,

Pursuant with ***Title 1 Guam Code Annotated Chapter 19 §1922(a)***, the Department of Military Affairs herewith submits to the Office of Public Accountability their FY2022 Citizen-Centric Report.

Kindly acknowledge receipt of this email, memorandum, and report.

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Si Yu'os Ma'asé'

**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)**FY22 DMA Citizen Centric Report\_Final.pdf**

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