



GUAM ETHICS COMMISSION
Kumision i Ginihan Areklamenton Guåhan

134 West Soledad Avenue, Suite 406 BOH Building, Hagatna GU 96910
Tel: (671) 969-5625 | Fax: (671) 969-5626
Email: info@ethics.guam.gov

Transmitted Via Electronic Mail

December 19, 2025

Honorable Lourdes A. Leon Guerrero
Governor of Guam
Office of the Governor
513 W. Marine Corps Drive
Hagåtña, Guam 96910

Honorable Frank F. Blas, Jr.
Speaker, 38th Guam Legislature
I Mina'trentai Ocho Na Liheslaturan Guåhan
Guam Congress Building
Hagåtña, Guam 96910

Honorable Benjamin J.F. Cruz
Public Auditor
Office of Public Accountability
238 Archbishop Flores Street
Suite 401, DNA Building
Hagåtña, Guam 96910

Re: Reporting Requirements for Boards and Commissions - December 2025

Håfa Adai, Governor Leon Guerrero, Speaker Blas, and Public Auditor Cruz,

On behalf of the Guam Ethics Commission, respectfully transmitted herewith are the reporting requirements of 5 GCA Chapter 8 § 8113.1 regarding the Guam Ethics Commission's regular meeting held on December 15, 2025.

If I can provide further assistance or clarification, please feel free to contact me through email at nico.fujikawa@ethics.guam.gov.

Si Yu'os Ma'ase!

NICO A.C. FUJIKAWA,
Executive Director

Enclosure: Guam Ethics Commission December 15, 2025, Meeting Packet



GUAM ETHICS COMMISSION

Kumision i Ginihan Areklamenton Guåhan

134 West Soledad Avenue, Suite 406 BOH Building, Hagatna GU 96910

Tel: (671) 969-5625 | Fax: (671) 969-5626

Email: info@ethics.guam.gov

GUAM ETHICS COMMISSION

MEETING PACKET

December 15, 2025

12:30 PM



GUAM ETHICS COMMISSION

Kumision i Ginihan Areklamenton Guåhan

134 West Soledad Avenue, Suite 406 BOH Building, Hagatna GU 96910
Tel: (671) 969-5625 | Fax: (671) 969-5626
Email: info@ethics.guam.gov

COMMISSIONERS

Daphne M. Leon Guerrero
Chairwoman

Robert S. Jack, MD
Vice-Chairman

Margaret E.R. Tyquiengco

Christopher A. Cruz

Regular Meeting
Monday, December 15, 2025
12:30 PM

Livestream Link:

<https://youtube.com/live/emMsPh4lhZs?feature=share>

AGENDA

- I. Call to Order / Roll Call of Members**
- II. Approval of Minutes**
 - A. July 25, 2025 – Regular Meeting
 - B. October 24, 2025 – Informational Briefing
- III. Executive Director’s Report**
- IV. Old Business**
- V. New Business**
 - A. 5 G.C.A., Chapter 43, §43202
Executive Director - 6-month evaluation
 - B. Resolution No. 2026-001: Relative to Reinstating the Training Fee for the Ethics in Government Program
- VI. Announcements**
- VII. Adjournment**

COMMISSION STAFF

Nico A.C. Fujikawa
Executive Director

Kristin C.D. James
Ethics Program Coordinator I

Chellsea L. Anderson
Ethics Program Coordinator I

Vanessa E. Camacho
Ethics Administrative Assistant

Guam Ethics Commission
Regular Meeting Minutes
Friday July 25, 2025

AGENDA

I. Call to Order / Roll Call of Members- 12:39pm

a. Members Present:

- i. Daphne Leon Guerrero, Chairwoman
- ii. Christopher Cruz, Commissioner
- iii. Margaret Tyquiengco, Commissioner
- iv. Shannon Murphy, Commissioner

b. Members Absent:

- i. Dr. Robert Jack, Vice-Chairman
- ii. Marilyn Borja, Commissioner

c. Staff Present:

- i. Nico Fujikawa, Executive Director

d. Others Present:

- i. Jonah Benavente, Guam Daily Post

II. Approval of Minutes

- a. May 5, 2025 – Regular Meeting
- b. May 27, 2025 – Regular Meeting
- c. June 11, 2025 – Emergency Meeting

Motion: Commissioner Tyquiengco motion to approve meeting minutes for the May 5 / May 27 / June 11, 2025 Meetings

Seconded: Commissioner Cruz

Discussion: Executive Director Fujikawa stated that no staff were available for the May 27, 2025 meeting and commended the Commissioners for continuing to hold that meeting with no staff support.

Decision: Motion Carries

III. Executive Director's Report

- a. Chairwoman stated that the Commission is still without staff and that Executive Director Fujikawa is the only staff available to date.
- b. Executive Director Fujikawa shared a strategic roadmap presentation highlighting the vision, strategic goals and key

projects that he will be implementing with the commission. Those projects included:

1. Trust In Guam Annual Conference
2. Trust Barometer
3. Ethics Retreats / Seasonal workshops
4. Ethics Marketing Collaterals

- c. Ethics Recruitment- Executive Director stated that we have had a difficult time trying to work with DOA in bringing Fujikawa into the system and hopes that after this meeting it will clarify any issues DOA had with his recruitment. He stated that he also wanted to explore the use of LTA or emergency hires to bridge the gap in lack of staff. He stated that he received a certified list of applicants for the Administrative Assistant in the first week of July after closing the application period back in April. However, He was informed by DOA that neither the Director nor any of the Commissioners can sit on the interview panel for the position due to myself being the approving authority and the Commissioner's not being government employees.

Chairwoman asked for clarification if Director Fujikawa was still not in the system. Fujikawa stated that he has not been paid to date, and that he has access but very limited at the moment. Chairwoman Leon Guerrero stated that Director Fujikawa has not been paid since his initial appointment (3 Pay periods have passed) and should have been compensated 7 days after close of pay period Ending.

Commissioner Murphy stated that they went through something similar at the start of the Commission but that we must remain autonomous otherwise we cannot do our job and mandate.

Chairwoman stated that they asked for an emergency hire back in March or April because of the lag it left the Commission with no staff.

Commissioner Tyquiengco stated that when they first interviewed the Executive Director there was another wrench thrown into it that was incorrect. She also stated that the Commission has always used Guam Election Commission as a resource and partner. Director Fujikawa stated he is working with Executive Director Pangelinan as a mentor in getting the Commission up and running.

The Commissioners gave their consent for Director Fujikawa to utilize Limited Term Appointments or Emergency hires to address the immediate need for staff in the Commission.

Commission Cruz and Murphy asked what about Director Fujikawa being put into the system. Fujikawa stated that acting on the Resolution today would take care of any details as far as salary and powers solidify any issues of his appointment.

- d. Executive Director Fujikawa stated that the Ethics Investigation and Compliance Officer I position was reannounced and closed on April 17, 2025. However, after reviewing the budget submission the position was not accounted for in our overall budget request.

Commissioner Cruz stated that he believes the position may have been funded by a continuing appropriation or a carryover from the previous year. And that it was approved in a prior fiscal year but was not filled.

- e. Guam Ethics Commission - Annual Report

Pursuant to §15401(f), a draft annual summary of decisions and orders made by the Commission from March 2024 – March 2025 is provided for the Commission's preliminary review. This was provided back in April and upon Commissioners' approval we can release a post to our website.

Commissioners discussed that they would like to see more Information and data in the annual report going forward but will adopt the current issue as is.

- f. Ethics Training Update-The Ethics In-Person Trainings have been temporarily put on hold due to the staff transition and pending our trainer's availability. We anticipate restarting training and certification in either August or September and upon the hiring of support staff.
- g. Commissioner Cruz asked if we should move on the Annual Report to adopt it so it can move forward.

Motion: Commissioner Cruz motion to adopt the 3rd edition of the Summary of Opinions dated April 2025

Seconded: Commissioner Tyquiengco

Discussion: None

Decision: Motion Carries

IV. Executive Session 5 GCA 8 §8111- None

- V. Closed Proceedings 4 GCA 15 §15401- None
- VI. Old Business- None
- VII.
- VIII. New Business

- a. Resolution 2025-002- Relative to Affirming the Guam Ethics Commission's Appointment of Nico A.C. Fujikawa to serve as the Executive Director

- i. Director Fujikawa read the resolution into the record:

WHEREAS, the Guam Ethics Commission was established in Title 4 Guam Code Annotated Chapter 15, primarily to adjudicate complaints filed against government officials for violating the Ethical Code of Conduct; and

WHEREAS, the Commission has the power to appoint an Executive Director and may employ such persons as it deems necessary for the performance of its functions pursuant to 4 GCA Ch. 15 § 15407; and

WHEREAS the Commission initiated a formal search for a new Executive Director in December 2024, and subsequently conducted interviews of qualified candidates in April 2025; and

WHEREAS the Commission was notified that as of May 19, 2025, all technical staff vacated their positions, thus temporarily disrupting all daily operations and functions; and

WHEREAS The Commission, considering this disruption, held a regular meeting on May 27, 2025, and subsequent emergency meeting on June 11, 2025, to formally appoint Mr. Nico A.C. Fujikawa to serve as the Executive Director; now therefore be it

RESOLVED, the Commission affirms its decision, through majority vote of members present at a publicly announced/open meeting, its adoption of Resolution 2025-002, formally appointing Mr. Nico A.C. Fujikawa to serve as the Executive Director for the Guam Ethics Commission and shall be compensated at a rate equivalent to the Commission's preceding Executive Director; and be it further

RESOLVED, that the appointment along with all powers of the Executive Director, granted by the Commission through Resolution 2025-002, be extended to Mr. Nico A.C. Fujikawa effective June 11, 2025; and be it further

RESOLVED, that the Commission directs the newly appointed Executive Director, since no staff are available, to prepare and submit the necessary Personnel Action request forms reflecting the Commission's full appointment and confirmation of Mr. Nico A.C. Fujikawa to serve as Executive Director, pursuant to 4 GCA Ch. 15 § 15407; and be it further

RESOLVED, that the Chairperson of the Guam Ethics Commission certify and attest to the adoption hereof, and that copies of the same be transmitted to the Honorable Lourdes A. Leon Guerrero, *I Maga'hâgan Guahan*, the Honorable Joshua F. Tenorio, *I Sigundu Na Maga'Lâhen Guahan*, the Honorable Frank F. Blas, Jr., *Speaker I Mina Trentai-ocho Na Liheslaturan Guâhan*, the Honorable Sabrina Salas Matanane, Senator and Legislative Secretary *I Mina Trentai-ocho Na Liheslaturan Guâhan*, and Mr. Edward M. Birn, Director of the Department of Administration as required by 4 GCA §6303(d).

PASSED AND ADOPTED BY THE GUAM ETHICS COMMISSION THIS 25th DAY OF JULY 2025

Motion: Commissioner Cruz motion to adopt Resolution 2025-002- Relative to Affirming the Guam Ethics Commission's Appointment of Nico A.C. Fujikawa to serve as the Executive Director

Seconded: Commissioner Tyquiengco

Discussion: Director Fujikawa stated that the previous Executive Director had vacated the position at an annual salary of **\$107,859.00**. Chairwoman Leon Guerrero stated that it is within the budget, and we need the Commission to move forward at that rate. No Commissioners had any issues with compensating Director Fujikawa at an initial rate of **\$107,859.00**.

Decision: Motion Carries

IX. Announcements

- a. Director Fujikawa wanted to inform the Community that we are looking for new Commissioners to serve on the Ethics Commission and any people interested can reach out to the office.

X. Adjournment

- a. **Motion:** Commissioner Tyquiengco motion to adjourn at 1:29pm

Seconded: Commissioner Cruz

Discussion: None

Decision: Motion Carries

I certify that the record above is true and correct.

Attested By:



Nico A.C. Fujikawa
Executive Director, Commission Secretary

GUAM ETHICS COMMISSION Regular Board Meeting — Informational Briefing Minutes (No Quorum)

Date: October 24, 2025

Time: 12:33 p.m.

Location: Zoom/In-Person

I. Call to Order / Roll Call of Members

A. Members Present

1. Chairwoman Daphne M. Leon Guerrero
2. Margaret E.R. Tyquiengco, Commissioner

B. Members Absent

1. Vice Chairman Dr. Robert Jack
2. Christopher A. Cruz, Commissioner

C. Staff Present

1. Nico Fujikawa, Executive Director
2. Kristin C. D. James, Program Coordinator
3. Chellsea Anderson, Program Coordinator

D. Others Present

1. Uriah Aguon, Pacific Daily News
2. Jonah Benavente, Guam Daily Post

II. Approval of Minutes - No quorum present. Approval of previous meeting minutes deferred to the next meeting.

III. Executive Director's Report

A. Operational Updates

1. Introduction of new staff and onboarding progress.
2. Reviewing and noting revisions to the online Ethics in Government training
 - a) Suggestions made in comparison to Hawaii's 30-minute online ethics training.

3. Expected start date of a new administrative assistant within the first week of November.
4. Continued increase in Ethics in Government training participation; current monthly training averages were mentioned.
5. Commission continues to accept both formal and informal complaints; staff are instructed to guide individuals on the distinction between ethics complaints and workplace grievances. So far, the commission has received positive community feedback.
6. Outreach and education activities included participation in the Close-Up Annual Youth Summit and Notre Dame High School Career Day.

B. Legislative and Policy Development

1. N. Fujikawa expressed the need to enhance the Guam Ethics's enabling law to provide clearer processes, structure, jurisdiction, administrative fines and alignment with national standards.
2. Anticipates legal counsel to provide a first draft of proposed legislation in November.

C. Budget

1. The Commission intends to allocate FY2025 Continuing Appropriations towards the development of a trust barometer, rebranding and an ethics conference in 2026.

D. Public Trust "Barometer" Initiative

1. N. Fujikawa explained that the Commission is pursuing the creation of a first-of-its-kind island-wide trust measurement tool, modeled after public trust methodologies such as those used by the Edelman Trust Index.
2. The purpose is to establish a baseline measurement of public trust in government operations and evaluate changes over time, aligning with the Commission's mandate to promote transparency and accountability.

E. Challenges

1. Department of Administration (DOA) advised that the Commission could not sit on the interview panel, limiting involvement in certain hiring processes.
2. The Executive Director stated this will be addressed in the revision of the Ethics Code.

F. Looking Ahead

1. Expected introduction of updated legislation in early November.
2. Agency rebranding is underway.
3. D. Leon Guerrero commended the positive direction of the Commission and acknowledged the quorum challenges.

G. Program / Training Fees

1. N. Fujikawa noted that fees for the Ethics in Government program have been waived in prior years. He recommended re-implementing fees moving forward to support operational autonomy while allowing selective fee waivers through community partnerships (For example, venue exchanges).

H. COGEL 47th Annual Conference (Travel)

1. Upcoming travel to the COGEL Conference was noted.
2. Because travel costs are under \$25,000, authorization falls within the Executive Director's discretion.
3. General concerns regarding travel challenges related to the federal government shutdown were acknowledged and will be reviewed further.

IV. **Old Business** – None

V. **New Business**

- A. Review and Approve Ethics in Government Program Training Fee for FY2026
- B. Executive Director and Staff Travel Request – COGEL 47th Annual Conference

VI. **Announcements** –

- A. Public Trust Barometer Discussion
- B. A member of the media inquired regarding the scope and purpose.
- C. N. Fujikawa clarified the intended role as a community-based measurement tool, establishing a baseline of trust and tracking improvement over time.

VII. **Adjournment**

- A. D. Leon Guerrero adjourned the meeting at 12:55 p.m.

GUAM ETHICS COMMISSION Regular Board Meeting

Date: December 15, 2025

Time: 12:31 p.m.

Location: Guam Ethics Commission Conference Room/Zoom

AGENDA

- I. Call to Order / Roll Call of Members**
- II. Approval of Minutes**
 - A. July 25, 2025 – Regular Meeting
 - B. October 24, 2025 – Informational Briefing
- III. Executive Director’s Report**
- IV. Old Business**
- V. New Business**
 - A. 5 G.C.A., Chapter 43, §43202
Executive Director - 6-month evaluation
 - B. Resolution No. 2026-001: Relative to Reinstating the Training Fee for the Ethics in Government Program
- VI. Announcements**
- VII. Adjournment**

Call to Order @ 12:31 PM BY Presider, Chairwoman Daphne M. Leon Guerrero

Roll Call of Members

- A. Members Present
 - 1. Chairwoman Daphne M. Leon Guerrero
 - 2. Vice Chairman Dr. Robert Jack
 - 3. Margaret E.R. Tyquiengco, Commissioner
 - 4. Christopher A. Cruz, Commissioner (online)
- B. Staff Present
- 1. Nico Fujikawa, Executive Director
- 2. Kristin C. D. James, Program Coordinator
- 3. Chellsea Anderson, Program Coordinator
- 4. Vanessa Camacho, Administrative Assistant
- C. Others Present
 - 1. David Castro, The POST

AGENDA ITEM	INFORMATION	DECISION	MOTION	ACTION ITEM
Approval of Minutes	July 25, 2025 - Regular Meeting October 24, 2025 - Informational Briefing	Approved	Motion: M Tyquengco Second: R. Jack No discussion. Unanimously approved by the commission	N/A
Executive Director's Report	Recruitment - Fully staffed, Mrs. Kristin James and Ms. Chellsea Anderson, both Ethics Program Coordinators, and Ms. Vanessa Camacho, Administrative Assistant	N/A	N/A	N/A
	<p>Ethics In Government Program Training -</p> <ol style="list-style-type: none"> 1. The online module is ongoing online. Approximately 100 trainings per month. As of October 1, 2025, the waiver of the ethics training fee (\$80) has expired. <i>Waiver to be discussed as part of new business in today's meeting.</i> 2. Ethics Training Compliance Report 4 GCA Ch. 15 §15410(d) Reports Received as of Dec. 12, 2025 – 16 out of 65 Agencies - 25% Compliance. <i>Kristin is working to track down agencies to get them into compliance</i> 3. Complaints and Investigations - We are actively investigating formal and informal complaints. <i>Complaints have been sent to legal counsel and will be reported to the Board after they have been reviewed.</i> 			

	<p>4. Advisory Opinions - <i>We continue to advise members of the community on how to or when to approach the ethics commission, which can be reinforced by revamping our trainings</i></p> <p>5. Outreach - UOG's PA-405 Leadership Ethics in Government Certificate Presentation with Dr. Judith Guthertz. <i>Eighteen students completed the course; as an added incentive, they were granted a certificate of completion, which would satisfy the Government of Guam's ethics training. We are exploring a new partnership with UOG to incorporate more focused ethics in departments such as HR or Accounting.</i></p>			
	<p>Legislative and Policy Developments -</p> <p>1. We are working to reform Title 4, Ch. 15 of the GCA. The Commission is considering mirroring Hawaii Revised Statutes Chapter 84, as Hawaii's Ethics Commission has been effective in strengthening both jurisdiction and enforcement. <i>Legal counsel has advised for more time due to the law being more intricate, and will have an updated report by mid-January</i></p> <p>2. Bill 214-38 - Relative to strengthening the independence and effectiveness of the Guam Ethics Commission. Introduced by Senator Shawn Gumataotao, co-sponsor Senator Joe San Agustin. <i>We have met with them to discuss their intentions, and although we are aligned in our efforts, it was mentioned that we are working on an overall reformation of the law. We would be able to find a stronger partnership addressing these concerns.</i></p> <p>Key points:</p>			

	<ul style="list-style-type: none"> ● Currently, 7 members are appointed by the Governor and then confirmed by the legislature. Bill 214-38 members would be appointed by different Agencies, the Office of the Governor, the Legislature, the Judiciary, Guam Chamber of Commerce, Guam Women’s Chamber of Commerce, Mayors Council, and the Association of Government Accounting. <i>Commissioner M. Tyquengco suggests that all Chambers of Commerce be represented on the board, i.g. Korean Chamber of Commerce and Chinese Chamber of Commerce, for representation.</i> ● The current law is a quorum of 4 for anything administrative and a majority of 5 for any type of complaint, resolution, investigation, or decision. Bill 214-38 quorum of 5 for administrative, complaints, resolutions, investigations, and decisions. <i>A quorum of 4 across for administrative, complaints, resolutions, investigations, and decisions would suffice, as it is a majority. Chairwoman D. Leon Guerrero suggests a quorum of 4 would be ideal, as the commission is currently having difficulty, there are only 4 active commissioners.</i> ● The current law stipulates a \$50 stipend for regular meetings. Bill 214-38 proposes no stipend. ● Under the current law, the Governor may remove a Commissioner for cause. Bill 214-38, vote of 5 or more from the Commissioners. <i>Chairwoman D. Leon Guerrero is concerned that a vote of 5 could be a roadblock.</i> ● The current law - hearings and proceedings are closed to the public unless the accused party requests an open hearing. Bill 214-38 hearings and proceedings would be open to the public, 			
--	---	--	--	--

	and all records would be available for public review.			
	<p>COGEL 2025</p> <p>1. Out of an abundance of caution, we had to forego attendance, which was scheduled for December 5-11, 2025, due to travel concerns caused by the Federal Government Shutdown impacting flights, as well as inconsistencies with our ethics Travel Policies.</p> <p><i>We are working with Legal Counsel to make amendments for the Commissioners to review and discuss the alignment of forms and sections in the policy. All fees remitted to COGEL will be credited to next year's membership dues and events.</i></p>			
	<p>Budget</p> <ul style="list-style-type: none"> Public Law 38-060 appropriated a status quo budget of \$552,680 for the Commission's FY26 operations. In addition, we were granted a continuing appropriation from the unspent funds in FY25, \$175,772.30. Totaling \$728,452.30 <p><i>We are working with DOA to make sure we have access to the continuing appropriation for our Trust Meter</i></p> <ul style="list-style-type: none"> FY2027 Budget Call was sent by BBMR this month with a requested due date of December 19, 2025. We are currently working on our FY2027 budget and will present to the Board in our January Meeting- in line with 4 GCA § 15407(a)(1), which requires the Executive Director to present a budget to the commissioners for review and approval before January 31. 			
Old Business	N/A	N/A	N/A	N/A

<p>New Business</p>	<p>A. 5 GCA Ch. 43 §43202 Executive Director - 6-month evaluation</p> <ul style="list-style-type: none"> ● <i>Executive Director N. Fujikawa suggest to have open discussion to satisfy 5 GCA Ch. 43 §43203. Chairwoman D. Leon Guerrero agrees to go over Section I - Status of Achievements.</i> <p>1. Provide a strategic Vision to enhance the Commission's mission</p> <ul style="list-style-type: none"> ● In the first executive meeting, Nico presented the three E's - Engage, Educate, and Empower. To achieve these goals, the commission needs: <ul style="list-style-type: none"> ○ Legislative reform - Legal Counsel Draft expected mid-January ○ Guam's 1st Trust Barometer - RFP for this service will be released in December 2025, and will be used to measure how much the community trusts different agencies in their decision-making ○ Commission Rebuild and Rebrand - 80% complete with finalizing logos, letterheads, and branding on social media ○ Focused/Specialized trainings - met with Dr. Judith Guthertz with UOG to collaborate on more focused trainings and the possibility of leaning towards academia to lead trainings as well. ○ Ethics Department Retreats - Expected to launch pilot program by Summer 2026 ○ AI integration - preliminary research is being conducted, and the proposed budget will be included for FY27 request <p>*This plan has also been discussed and shared with lawmakers, who have expressed strong support for the Commission's efforts in strengthening our jurisdiction and powers.</p> <p>2. Ensure that the Commission has sufficient</p>			<p>The board is to complete Sections II and III of the evaluation by January 15, 2025.</p>
---------------------	--	--	--	--

	<p>resources to carry out its statutory and operational requirements.</p> <ul style="list-style-type: none"> ● The Commission has successfully secured additional funds through continuing appropriation for FY2025 and prior years' unspent funds (\$175,772.30). In addition to the FY2026 appropriation from the Guam Legislature (\$552,680) to support the Commission's operations. <p>3. Ensure recruitment of qualified individuals to fill new and existing critical roles</p> <ul style="list-style-type: none"> ● After three (3) months of operating the agency single-handedly, the Commission has successfully recruited and filled three (3) positions to ensure continuity of services <ul style="list-style-type: none"> ○ Kristin James, Program Coordinator I ○ Chellsea Anderson, Program Coordinator I ○ Vanessa Camacho, Administrative Assistant <p>4. Filling vacant seats on the Commission</p> <ul style="list-style-type: none"> ● With 2 Commissioners termed out in 2025, the Board currently holds three (3) vacancies. Atty. Genevieve Rapadas has been approved by the Governor's Office and has been sent to the Legislature for a confirmation hearing. ● 2 additional candidates have expressed interest and are currently being vetted with the Governor's Office. <p>5. Continuity of Ethics in Government Program workshops for the Government of Guam employees</p> <ul style="list-style-type: none"> ● In-person training has been disrupted, but the team is working with different agencies and instructors to revitalize this training option. Online training is ongoing, with 392 employees retrained since May 2025. ● In FY2026, we are anticipating a big influx of 			
--	---	--	--	--

	<p>Government employees' certifications to expire. The team is looking to expand the ethics training monthly in person or as a conference layout "Trust in Guam" to accommodate the community. The online format will continue to be available.</p> <ul style="list-style-type: none"> ● Continuity of community accessibility and engagement ○ The Commission continues to field calls, requests for informal advisory opinions, complaints and in-person interviews. Since transitioning to new management, we have participated in various outreach events, to include Close-up Annual Summit, High School Career Days, and UOG presentations. 			
	<p>B. Resolution No. 2026-001: Relative to Reinstating the Training Fee for the Ethics in Government Program</p> <ul style="list-style-type: none"> ● The last waiver approved by the board ended in FY2025 ● Executive Director N. Fujikawa is petitioning to reimplement the \$80 fee to enhance training and help pay for instructors for ethics retreats and focus groups. It will also bring us back in line with being an independent, autonomous agency. 	Approved	<p>Motion: M. Tyquengco Second: R. Jack</p> <p>No discussion</p> <p>Unanimously approved to reinstate \$80 fee for training by the commission.</p>	<p>Chairwoman D. Leon Guerrero signed Resolution No. 2026-001</p>
Announcements	<p>1. Executive Director, N. Fujikawa - Merry Christmas and Happy Holidays</p>			N/A
Adjournment	N/A		<p>Motion: M. Tyquengco Second: R. Jack</p> <p>No Discussion</p>	

			Unanimously approved by the commission	
--	--	--	--	--

Meeting Adjourned at 1:18 PM

Prepared By:



Vanessa Camacho
Administrative Assistant

I certify that the record above is true and correct.

Attested By:



Nico A. C. Fujikawa
Board Secretary, Executive Director

Executive Director's Report

Operational Updates

Recruitment- I am happy to report that we have been able to bring in 2 new Ethics Program Coordinators:

Ms. Kristin James and Ms. Chellsea Anderson tasked with

- Outreach and Training Enhancements
- Social media Strategic presence
- Island trust Meter development
- Annual Conference planning
- Online Training modifications and streamlining
- Case Management and processing

Administrative Assistant - Ms. Vanessa Camacho

- Commission Meetings
 - Invoices and Billings
 - Procurement
 - Small Purchases
 - Timesheets
 - Quarterly Reports
 - Inventory control
 - Other Administrative needs
- Ethics In Government Program Training: (FY2025 monthly avg. 102 Employees) Working with contractor on rebranding and redeveloping the online training modules
 - Current online modules est. around 1-hour 30mins
 - More focused trainings (10-25min modules)

2025 Ethics in Government Training Program	
Month	Total
January	93
February	277
March	125
April	170
May	58
June	59
July	28
August	70
September	101

October	76
November	40
Total	1097
<i>(2025 Monthly avg. - 99 Employees)</i>	

- **Complaints and Investigations:** While we continue to accept both formal and informal complaints, we are preparing all case files but will not present to the Commission as we work on our new legislation enhancements to ensure we provide a clear pathway for cases going forward. We will be informing all complainants about our process as well as the 3-year statute of limitations that our current law allows for.
- **Advisory Opinions:** The Commission continues to field calls and inquiries regarding potential complaints and violations of the Ethics Code and have advise members of the community on the proper agencies to engage based on their circumstances and events as well as next steps with the Commission. I have asked our team to ensure we assist members of the community to the fullest extent possible and avoid simple referrals.
- **Outreach –**
University of Guam’s PA-405 Leadership Ethics in Government Certificate Presentation. 18 Students from various undergraduate fields have successfully completed their EIGP training under the guidance of Dr. Judith Guthertz.

Legislative and Policy Developments

- **Title 4 GCA Chap 15 – Reformation -Draft Legislation** is still with Legal Counsel. Once received will we share with Commissioners for discussion, feedback and approval. Our goal is to:
 - Provide clearer processes and procedures
 - Reaffirm structure and jurisdiction
 - Enable administrative penalties and fines
 - Align with national standards

- Bill 214-38 – Relative to Strengthening the independence and effectiveness of the Guam Ethics Commission. Our office met with Senator Gumataotao to discuss his intentions and ensure our alignment in our intent and advised that we are working with our legal counsel on a complete reformation of our enabling law.

Summary of proposed changes:

Provision	Current Law	Bill 214-38
Commission Appointment	(7) Members appointed from the Governor	(7) Members appointed from <ul style="list-style-type: none"> • Governor • Legislature • Judiciary • Guam Chambers of Commerce • Guam Women's Chamber of Commerce • Mayors Council • Association of Government (AGA) Guam Chapter
Quorum	4 members for administration, 5 members for Complaints, Investigations and Decisions	5 members for all actions
Stipend	\$50.00 Stipend per regular meeting	No Stipend
Removal	Governor may remove Commissioner for cause	Vote of 5 from the Commissioners
Hearings / Proceedings	Closed to the public (unless the accused party requests for an open hearing)	Open to Public, and records shall be available for public review.

Budget

Recap:

Category	FY2026 Apr.	FY2025 C.A.	Est. Total for FY2026 Operations
Salaries	\$ 289,898.32	\$ 101,104.61	\$ 391,002.93
Benefits	\$ 94,848.68	\$ 55,163.27	\$ 150,011.95
Office Lease	\$ 65,993.00	\$ -	\$ 65,993.00
Contracts	\$ 50,440.00	\$ 5,993.10	\$ 56,433.10
Travel	\$ 20,000.00	\$ 745.70	\$ 20,745.70
Telecom	\$ 12,000.00	\$ 657.00	\$ 12,657.00
Equipment	\$ 10,000.00	\$ 4,604.00	\$ 14,604.00
Misc.	\$ 8,000.00	\$ 6,004.62	\$ 14,004.62
Supplies	\$ 1,500.00	\$ 1,500.00	\$ 3,000.00
Total	\$ 552,680.00	\$ 175,772.30	\$ 728,452.30

Public Law 38-060 appropriated a status quo budget of \$552,680.00 for the Commission's FY2026 operations. In addition, we were granted a continuing appropriation from the unspent funds in FY2025, thanks to an amendment from Senator Sabina Perez which received full support on the floor from all the senators.

FY2027 Budget Call was sent by BBMR this month with a requested due date of December 19, 2025.

We are currently working on our FY2027 budget and will present to the Board in our January Meeting- in line with 4 GCA § 15407(a)(1) which requires the Executive Director to present a budget to the commissioners for review and approval before January 31.

**Guam Ethics Commission
Executive Director Evaluation Form
(6 months evaluation)**

Name: Nico A.C. Fujikawa	Position / Title: Executive Director
Reviewer: _____, Commissioner	Date of Review:

EVALUATION RATINGS:

1. Does Not Meet 2. Needs Improvement 3. Meets Expectations 4. Above Expectations
5. Exceptional

PERFORMANCE RATING	DEFINITION
Exceptional:	Performance is extraordinary and consistently displays exceptional accomplishments. Results reflected substantially exceed normal position expectations and requirements.
Above Expectations:	Performance is more than satisfactory. Results achieved frequently exceeds basic position requirements and expectations
Meets Expectations:	Performance results are satisfactory. Consistently meets normal position requirements and occasionally exceeds the requirements of the position.
Needs Improvement:	Occasionally meets some of the position requirements, but improvement is needed in one or more phases of the position. Results are less than what is normally expected in meeting minimum position requirements.
Does Not Meet	Performance does not meet expectations or standards. Performance deficiencies indicate cause for critical concern and consideration of an improvement plan be prepared and implemented accordingly.

NOTE:

Document the Executive Director’s position evaluation and select a rating of 1-5 factors listed above.

Discuss any other factors that relate to the Executive Director’s position evaluation, such as significant accomplishments, critical incidents, or necessary improvements, etc.

GUAM ETHICS COMMISSION Executive Director Evaluation Form

Section I. Status of Achievements

List the key goals and the extent to which each has been achieved.

GOALS	STATUS
<p>Provide a Strategic Vision to enhance the Commission’s mission</p>	<p>Developed and presented a strategic vision and plan centered around evolving the Commission’s engagement, education, and empowerment within the community. The plan was presented at the first board meeting in July 2025 listing key initiatives to include:</p> <ul style="list-style-type: none"> • Legislative Reform – Legal Counsel Draft expected Nov-Dec 2025 • Guam’s 1st Trust Barometer- RFP for this service will be released in Dec 2025. • A Commission Rebuild and Rebrand- 80% complete with finalizing Logos, letterheads and branding guidelines. • Focused/Specialized trainings- Will begin work on this anticipating new legislation changes. • Ethics Department Retreats- Expected to launch a pilot by Summer 2026. • AI integration- preliminary research being conducted and a proposed budget will be included for FY27 request. <p>The strategic plan has also been discussed and shared with lawmakers, who have expressed a strong support of the Commission’s efforts in strengthening our jurisdiction and powers.</p>
<p>Ensure that the Commission has sufficient resources to carry out its statutory and operational requirements.</p>	<p>After several meetings with lawmakers, the Commission successfully secured additional funds through a continuing appropriation for FY2025 and prior years unspent funds. This is in addition to the FY2026 appropriation from the Guam Legislature in the amount of \$552,680 to support the Commission's operations. The additional funds will be allocated to new initiatives and products like Guam’s 1st Trust Barometer for the community. The additional funds are estimated in the amount of \$175,772.30 essentially granting the Commission its largest appropriation in aggregate.</p>

<p>Ensure Recruitment of qualified individuals to fill new and existing critical roles</p>	<p>After Three (3) months of operating the agency unaided, the Commission has successfully recruited three (3) new Commission staff to address all vacated positions and ensure continuity of critical services to the community.</p> <ul style="list-style-type: none"> • Ethics Program Coordinator I • Ethics Program Coordinator I • Ethics Administrative Assistant
<p>Filling vacant seats on the Commission.</p>	<p>With 2 Commissioners termed out in 2025, the Board currently holds three (3) vacancies. A candidate was identified and approved by the Governor on August 20,2025 and the Commission has provided their appointment documentation and relevant information to the Office of the Governor for processing and referral to the Guam Legislature. (Pending transmittal to legislature)</p> <p>2 additional candidates have expressed interest in serving on the Ethics Board. Their names, resumes and CVs have been provided to the Governor’s office for review and approval.</p>
<p>Continuity of Ethics in Government Program workshops government of Guam employees</p>	<p>Since May, all EIGP trainings have been conducted through our online portal with a total of 392 employees retrained since May 2025.</p> <p>We are currently working on revamping the training program to include the following modules</p> <ul style="list-style-type: none"> • Module 1- The Guam Code of Ethics • Module 2- Ethics and Culture • Module 3- The Role of the Commission
<p>Continuity of community accessibility and engagement</p>	<p>The Commission continues to field calls, request for informal advisory opinions, complaints and in-person interviews. Since transitioning to new management, we have also participated in various outreach events that have inspired members of the community to be active proponents for our agency. Our outreach efforts include Close-Up Annual Summit, HS Career days, and UOG presentations</p> <p>Example: Ethics Media Opinion</p>

Section II. Performance Measures

Evaluation Criterion	Scores						Comments
	1	2	3	4	5	N/A	
Leadership							
1.1 The Executive Director has shown a clear vision in correctly anticipating opportunities and priorities affecting the commission’s operations.							
1.2 The Executive Director has clearly translated his/her vision and strategy into feasible operational plans to achieve success for the commission.							
1.3 The Executive Director has accurately communicated his/her concept, vision and mission, strategies, goals, and directions for the organization to stakeholders.							
1.4 The Executive Director has motivated and encouraged high employee morale and loyalty to the GETHC and facilitated team building and cohesiveness among the GETHC employees.							
1.5 The Executive Director has performed as a role model for the GETHC, maintained a working style that is open to constructive suggestions, and exercised effective leadership for the GETHC.							
1.6 The Executive Director has been an initiator, setting high working standards and pursuing goals with a high level of personal drive and energy.							

Evaluation Criterion	Scores						Comments
	1	2	3	4	5	N/A	
Strategy formulation							
2.1 The Executive Director has developed clear mission statements, policies and strategic plans that harmoniously balance the needs of the employees, and other stakeholders.							
2.2 The Executive Director has accurately identified and analyzed problems and issues confronting the commission.							
2.3 The Executive Director has accurately determined and assessed key success factors for the GETHC.							
2.4 The Executive Director has ensured that commission members, and employees had participated in the formulation of strategic plans so that they have ownership of the plans.							
2.5 The Executive Director has assured that GETHC resources and budgets are aligned to the implementation of the Commission.							
2.6 The Executive Director has established processes that monitor and control, thus ensuring that the effectiveness of the GETHC, including risk management, is achieved.							
Strategy execution							
3.1 The Executive Director has established an effective organization, ensuring that there is management focus on key functions necessary for the GETHC to align with its mission.							
3.2 The Executive Director organized and delegated work accurately and refers functions to others in a professional manner.							
3.3 The Executive Director makes sound decisions and timely adjustments when conditions demanded such changes.							
3.4 The Executive Director has timely and effectively executed priorities set by the Commissioners.							
3.5 The Executive Director has accurately supervised performance monitoring and control to ensure accountability at all levels of the organization.							
3.6 The Executive Director has ensured that the GETHC complies with requirements from all pertinent laws and regulations.							

Evaluation Criterion	Scores						Comments
	1	2	3	4	5	N/A	
Financial planning/performance							
4.1 The Executive Director possesses a good understanding of the GEthC's financials.							
4.2 The Executive Director has exercised good judgment in managing the financial affairs and budget of the GEthC.							
4.3 The Executive Director has established sound practices and procedures for up-to-date accurate accounting and financial planning.							
4.4 The Executive Director has effectively monitored and evaluated financial planning, budget and administrative operations, and reports the results to the GEthC.							
4.5 The Executive Director has achieved the GEthC's budgetary goals.							
Relationship with the Commissioners							
5.1 The Executive Director has built strong working relationships with the Commission members and helped strengthen the board, and thus has worked closely and cooperatively with the board in developing the mission and short, medium, and long-term strategic plans.							
5.2 The Executive Director has demonstrated a sound knowledge of board governance procedures and has consistently followed them.							
5.3 The Executive Director has prepared the Commission by developing sufficient and appropriate agendas with adequate discussion time and providing accompanying information with all relevant aspects and conditions well in advance of the meeting.							
5.4 The Executive Director has presented information to the Commission on items requiring Commission opinions and decisions in a professional manner, with recommendations based on thorough study and sound principles.							
5.5 The Executive Director has been readily available to individual Commission members whenever necessary, as well as supported the board in its governance duties by providing necessary resources and other facilities.							

5.6 The Executive Director has encouraged board training and development.							
External Relations							
6.1 The Executive Director has served as an effective GETHC representative in communicating with stakeholders, including community groups and organizations.							
6.2 The Executive Director has effectively communicated the GETHC's financial performance to the Legislature.							
6.3 The Executive Director has professionally handled public relations issues in a manner that builds good will for the GETHC and lessens concerns from the general public.							
6.4 The Executive Director has encouraged a positive image of the GETHC, as well as creating awareness of available services to the general public.							
6.5 The Executive Director has assured that the GETHC maintains positive relationships in the community and cultivates good working relationships with community groups and organizations.							
Human Resources Management/Relations							
7.1 The Executive Director has created and maintained an organizational culture and climate which attracts, keeps and motivates staff to carry out the GETHC mission, direction, and goals.							
7.2 The Executive Director has empowered staff members appropriate levels of freedom and authority, as well as effectively solicited and fostered support for initiative and creativity within the GETHC.							
7.3 The Executive Director has developed and executed sound personnel procedures and practices, including appraisal process and rewarding systems for employees, resulting in working towards the same goals.							
7.4 The Executive Director has supported personnel development and education, encouraged appropriate personnel to participate in planning and decision-making and provided opportunities to employees to work in professional fields which they are good at for the benefit of the GETHC.							

Evaluation Criterion	Scores						Comments
	1	2	3	4	5	N/A	
Human Resources Management/Relations							
7.5 The Executive Director has built a highly competent team with the skills, energy and passion to turn the GETHC's mission and vision into a reality.							
7.6 The Executive Director has ensured that the GETHC has good internal communication and treated all personnel fairly, without favoritism or discrimination.							
Service Knowledge							
8.1 The Executive Director has demonstrated a thorough knowledge and understanding about key aspects of the GETHC.							
8.2 The Executive Director has a good understanding of the GETHC's allocation of its resources.							
Personal Qualities							
9.1 The Executive Director has attained an image that reflects positively on the GETHC, as well as demonstrated a personality, outlook and attitude that wins trust and support from all stakeholders.							
9.2 The Executive Director has shown sensitivity to and respect for others and exhibits concern for subordinates as individuals.							
9.3 The Executive Director has exercised good judgment in dealing with sensitive issues between people and between groups.							
9.4 The Executive Director has shown skills at analyzing and addressing problems, challenges and conflicts, and has been comfortable with ambiguity and complexity.							
9.5 The Executive Director has maintained a high standard of ethics and integrity, as well as a healthy balance of time management and priorities in both work-related and personal matters.							
9.6 The Executive Director has consistently sharpened his/her skills in the areas required for development of his or her potential.							

Section III. Development Needs

What are the Executive Director's major strengths that should be maintained?

1.
2.
3.

What should be the areas for the Executive Director's personal development for the coming year?

1.
2.
3.



GUAM ETHICS COMMISSION

Kumision i Ginihan Areklamenton Guåhan

134 West Soledad Avenue, Suite 406 BOH Building, Hagatna GU 96910
Tel: (671) 969-5625 | Fax: (671) 969-5626
Email: info@ethics.guam.gov

RESOLUTION No. 2026-001

COMMISSIONERS

Daphne May N. Leon Guerrero
Chairperson

Robert S. Jack, MD
Vice-Chairperson

Christopher A. Cruz

Margaret E.R. Tyquiengco

RELATIVE TO REINSTATING THE TRAINING FEE FOR THE ETHICS IN GOVERNMENT PROGRAM MANDATED BY TITLE 4 GUAM CODE ANNOTATED CHAPTER 15

WHEREAS, established in Chapter 15, Title 4 Guam Code Annotated, the Ethics in Government Program aims to promote the public's confidence that its leaders would carry out their duties in accordance with the laws of Guam; and

WHEREAS, in May 2021, Governor Lou Leon Guerrero signed Public Law 36-25 which updated and expanded the program to include all employees of the Government of Guam as officials required to complete the training and attend a refresher course every four (4) years thereafter; and

WHEREAS, Public Law 36-25 also identified the Guam Ethics Commission as the provider of the program; and

WHEREAS, the Guam Ethics Commission's mandate is to uplift the public's confidence in government employees, programs, and operations by ensuring the practice and promotion of the highest standards of ethical behavior in the government of Guam; now therefore be it

RESOLVED, the Commission affirms through majority vote of members present at a publicly announced/open meeting, the reinstatement of the Ethics in Government Program training fee assessed at \$80.00 for each participant attending the Ethics in Government Program; and be it further

RESOLVED, that the revenue from the Ethics in Government program be earmarked to support the operational costs of the Guam Ethics Commission as well as the direct costs of conducting the workshop which include but are not limited to instructor compensation, workshop venue, supplies, and certificates; and be it further

RESOLVED, that the Commission directs the Executive Director to the following: 1) provide an annual report on the total funds collected and all expenditures under the fund, and 2) submit to the Commission a report on the performance of the fund whenever the Executive Director determines a review of the training fee established by this resolution is necessary.

**PASSED AND ADOPTED BY THE GUAM ETHICS COMMISSION THIS 15th DAY
OF DECEMBER 2025**

134 W. Soledad Avenue, Suite 406,
BOH Building, Hagåtña, GU 96910
Tel: (671) 969-5625
Fax: (671) 969-5626
Email: info@ethics.guam.gov

Daphne May N. Leon Guerrero
CHAIRPERSON, GUAM ETHICS COMMISSION