



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

January 30, 2026

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 – January 2026

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 January 27, 2026.

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 January 27, 2026 Meeting Packet



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GUAM ETHICS COMMISSION

MEETING PACKET

JANUARY 27, 2026

12:30 PM

GUAM ETHICS COMMISSION Regular Board Meeting

Date: January 27, 2026

Time: 12:30 PM

Location: Guam Ethics Commission Conference Room/Zoom

AGENDA

- I. Call to Order / Roll Call of Members**
- II. Approval of Minutes**
 - A. December 15, 2025 – Regular Meeting
- III. Executive Director’s Report**
- IV. Closed Proceedings 4 GCA 15 §15401**
 - A. ETH-26-001-UT-202
 - B. ETH-26-002-UT-202
- V. Old Business**
 - A. Executive Director - 6-month evaluation - 5 G.C.A., Chapter 43, §43202
- VI. New Business**
 - A. Commission’s Fiscal Year 2027 Operational Budget Request Review:
 1. Resolution No. 26-002 – Relative to Adopting the Fiscal Year 2027 Budget Request for the Guam Ethics Commission
 - B. Review and Approve RFP No. GECOM-RFP-26-001 Research Services: Development of the Guam Ethics Commission Trust Meter
- VII. Announcements**
- VIII. Adjournment**

Call to Order @ 12:53 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 (online)
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

AGENDA ITEM	INFORMATION	DECISION	MOTION	ACTION ITEM
Approval of Minutes	December 15, 2025 – Regular Meeting	Approved	Motion: R. Jack Second: M. Tyquiengco No discussion. Unanimously approved by the commission	N/A
Executive Director's Report	N/A	Chairwoman D. Leon Guerrero Tabled Item	N/A	Item tabled to next meeting.
Closed Proceedings	ETH-26-001-UT-202 4 GCA Ch15 §15401 a4 - Due to lack of 5 th Commissioner for Quorum for investigations.	Chairwoman D. Leon Guerrero Tabled Item	N/A	Item tabled to next meeting.
	ETH-26-002-UT-202 4 GCA Ch 15 §15401 a4 - Due to lack of 5 th Commissioner for Quorum for investigations.	Chairwoman D. Leon Guerrero Tabled Item	N/A	Item tabled to next meeting.
Old Business	Executive Director - 6-month evaluation - 5 G.C.A., Chapter 43, §43202 The Guam Ethics Commission reviewed ED N. Fujikawa six-month evaluation, with positive feedback from the commissioners. Chairwoman D. Leon Guerrero, Vice Chair Dr. R. Jack, Commissioner M. Tyquiengco and Commissioner Christopher Cruz highlighted the Director's commitment and the significant progress made despite initial challenges, including a lack of staff and budget. The Director acknowledged the support from the commissioners as a motivating factor in his role.	Approved	N/A	Guam Ethics Commission staff will compile and make available the evaluations on the website for community access.

AGENDA ITEM	INFORMATION	DECISION	MOTION	ACTION ITEM
New Business	<p>Commission’s Fiscal Year 2027 Operational Budget Request Review:</p> <ul style="list-style-type: none"> <i>Resolution No. 26-002 – Relative to Adopting the Fiscal Year 2027 Budget Request for the Guam Ethics Commission</i> <p>ED N. Fujikawa presented a budget request for fiscal year 2027, which reflects a increase of about 33-35%. This budget aims to support the enhanced operations and hiring of additional personnel, including an Ethics investigator and an accountant, to improve the Commission's independence from other agencies. The total budget proposed is \$747,395, compared to the previous year's status quo budget of \$552,600.</p>	Approved	<p>Motion to adopt budget as presented by ED N. Fujikawa</p> <p>Motion: M. Tyquiengco Second: R. Jack</p> <p>No discussion.</p> <p>Unanimously approved by the commission</p>	<p>Chairwoman D. Leon Guerrero will sign Resolution No. 20-002 to Adopt the FY27 Budget Request for the Guam Ethics Commission.</p> <p>Guam Ethics Commission staff will submit the budget request to Senator Christopher Duenas' office by Monday Feb 2.2026</p>
	<p>Review and Approve RFP No. GECOM-RFP-26-001 Research Services: Development of the Guam Ethics Commission Trust Meter</p> <p>ED N. Fujikawa presented that the Guam Ethics Commission is seeking approval for an RFP to engage a research firm to create the Guam Ethics Commission Trust Meter, which will assess public sentiment towards government officials and agencies. Chellsea's efforts in preparing the 42-page document were recognized, and a timeline was outlined, with the goal of launching the RFP soon and completing the project by August. The Trust Meter aims to provide a quantifiable scorecard to enhance public trust and confidence.</p>	Approved	<p>Motion to approve GECOM-RFP-26-001</p> <p>Motion: C. Cruz Second: R. Jack</p> <p>No discussion. Unanimously approved by the commission.</p>	<p>Guam Ethics Commission staff will launch the RFP for the Trust Meter by Friday and close it by March 5th.</p>
Announcements	N/A	N/A	N/A	N/A

AGENDA ITEM	INFORMATION	DECISION	MOTION	ACTION ITEM
Adjournment	N/A	N/A	Motion: M. Tyquiengco Second: R. Jack No Discussion Unanimously approved by the commission.	N/A

Meeting Adjourned at 1:15 PM

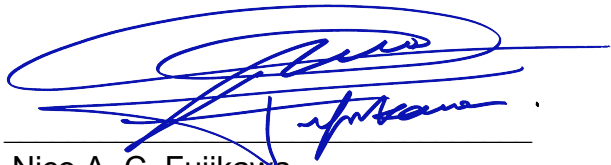
Prepared By:



Vanessa Camacho
 Administrative Assistant

I certify that the record above is true and correct.

Attested By:



Nico A. C. Fujikawa
 Board Secretary, Executive Director



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COMMISSIONERS

Daphne M. Leon Guerrero
Chairwoman

Robert S. Jack, MD
Vice-Chairman

Margaret E.R. Tyquiengco

Christopher A. Cruz

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*

Regular Meeting
January 27, 2026
12:30 PM

Livestream Link:

<https://youtube.com/live/VXsX0vV4AjK?feature=share>

AGENDA

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- IV. Closed Proceedings 4 GCA 15 §15401**
 - A. ETH-26-001-UT-202
 - B. ETH-26-002-UT-202
- V. Old Business**
 - A. Executive Director - 6-month evaluation - 5 G.C.A., Chapter 43, §43202
- VI. New Business**
 - A. Commission’s Fiscal Year 2027 Operational Budget Request Review:
 1. Resolution No. 26-002 - Relative to Adopting the Fiscal Year 2027 Budget Request for the Guam Ethics Commission.
 - B. Review and Approve RFP No. GECOM-RFP-26-001 Research Services: Development of the Guam Ethics Commission Trust Meter
- VII. Announcements**
- VIII. Adjournment**

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,			
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	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>
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	<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 			
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	<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	
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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

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

Name: Nico A.C. Fujikawa	Position / Title: Executive Director
Reviewer: <u>Christopher A. Cruz</u> , Commissioner	Date of Review: 01/27/2026

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: <u>Ethics Media Opinion</u></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.				X			
1.2 The Executive Director has clearly translated his/her vision and strategy into feasible operational plans to achieve success for the commission.					X		
1.3 The Executive Director has accurately communicated his/her concept, vision and mission, strategies, goals, and directions for the organization to stakeholders.				X			
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.						X	
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.				X			
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.				X			

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.				X			
2.2 The Executive Director has accurately identified and analyzed problems and issues confronting the commission.				X			
2.3 The Executive Director has accurately determined and assessed key success factors for the GETHC.				X			
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.						X	I cannot evaluate the director's interactions with commission staff as I have not met or interacted with commission staff.
2.5 The Executive Director has assured that GETHC resources and budgets are aligned to the implementation of the Commission.				X			
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.				X			
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.				X			
3.2 The Executive Director organized and delegated work accurately and refers functions to others in a professional manner.				X			
3.3 The Executive Director makes sound decisions and timely adjustments when conditions demanded such changes.					X		
3.4 The Executive Director has timely and effectively executed priorities set by the Commissioners.					X		
3.5 The Executive Director has accurately supervised performance monitoring and control to ensure accountability at all levels of the organization.				X			
3.6 The Executive Director has ensured that the GETHC complies with requirements from all pertinent laws and regulations.				X			

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.				X			
4.2 The Executive Director has exercised good judgment in managing the financial affairs and budget of the GETHC.					X		
4.3 The Executive Director has established sound practices and procedures for up-to-date accurate accounting and financial planning.				X			
4.4 The Executive Director has effectively monitored and evaluated financial planning, budget and administrative operations, and reports the results to the GETHC.				X			
4.5 The Executive Director has achieved the GETHC's budgetary goals.				X			
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.				X			
5.2 The Executive Director has demonstrated a sound knowledge of board governance procedures and has consistently followed them.				X			
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.				X			
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.				X			
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.					X		

5.6	The Executive Director has encouraged board training and development.			X			
External Relations							
6.1	The Executive Director has served as an effective GETHC representative in communicating with stakeholders, including community groups and organizations.			X			
6.2	The Executive Director has effectively communicated the GETHC's financial performance to the Legislature.			X			
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.			X			
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.			X			
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.			X			
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.			X			
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.					X	I cannot evaluate the director's interactions with commission staff as I have not met or interacted with commission staff.
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.					X	I cannot evaluate the director's interactions with commission staff as I have not met or interacted with commission staff.
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.					X	I cannot evaluate the director's interactions with commission staff as I have not met or interacted with commission staff.

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.				X			
7.6 The Executive Director has ensured that the GETHC has good internal communication and treated all personnel fairly, without favoritism or discrimination.						X	I cannot evaluate the director's interactions with commission staff as I have not met or interacted with commission staff.
Service Knowledge							
8.1 The Executive Director has demonstrated a thorough knowledge and understanding about key aspects of the GETHC.					X		
8.2 The Executive Director has a good understanding of the GETHC's allocation of its resources.					X		
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.				X			
9.2 The Executive Director has shown sensitivity to and respect for others and exhibits concern for subordinates as individuals.						X	I cannot evaluate the director's interactions with commission staff as I have not met or interacted with commission staff.
9.3 The Executive Director has exercised good judgment in dealing with sensitive issues between people and between groups.				X			
9.4 The Executive Director has shown skills at analyzing and addressing problems, challenges and conflicts, and has been comfortable with ambiguity and complexity.					X		
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.				X			
9.6 The Executive Director has consistently sharpened his/her skills in the areas required for development of his or her potential.				X			

Section III. Development Needs

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

1. Exceptional resilience and commitment.
2. Strategic leadership to reorganize and rebrand the commission; essentially reviving the commission altogether.
3. Forward-thinking initiative and capacity to build from the ground up.

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

1. Strengthen organizational systems and internal controls.
2. Expand commission engagement and public visibility.
3. Leadership capacity building and development.

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

Name: Nico A.C. Fujikawa	Position / Title: Executive Director
Reviewer: <u>M. Tyquiveris</u> 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><i>3 E's</i> <i>- Engage</i> <i>- Empower</i></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"> • <u>Legislative Reform</u> – Legal Counsel Draft expected Nov-Dec 2025 • <u>Guam's 1st Trust Barometer</u>- RFP for this service will be released in Dec 2025. • <u>A Commission Rebuild and Rebrand</u>- 80% complete with finalizing Logos, letterheads and branding guidelines. • <u>Focused/Specialized trainings</u>- Will begin work on this anticipating new legislation changes. • <u>Ethics Department Retreats</u>- Expected to launch a pilot by Summer 2026. <i>Focus Groups</i> • <u>AI integration</u>- 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: <u>Ethics Media Opinion</u></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.				X			
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.						X	
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.					X		

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.			✗				To be Seen
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.				X			
4.2 The Executive Director has exercised good judgment in managing the financial affairs and budget of the GEthC.				X			
4.3 The Executive Director has established sound practices and procedures for up-to-date accurate accounting and financial planning.			X				
4.4 The Executive Director has effectively monitored and evaluated financial planning, budget and administrative operations, and reports the results to the GEthC.				X			
4.5 The Executive Director has achieved the GEthC's budgetary goals.				X			
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.			X				
5.2 The Executive Director has demonstrated a sound knowledge of board governance procedures and has consistently followed them.			X				
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.				X			
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.				X			
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.				X			

5.6 The Executive Director has encouraged board training and development.			X				
External Relations							
6.1 The Executive Director has served as an effective GETHC representative in communicating with stakeholders, including community groups and organizations.			X				
6.2 The Executive Director has effectively communicated the GETHC's financial performance to the Legislature.				X			
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.			X				
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.				X			
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.			X				
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.			X				
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.			X				
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.			X				
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.			X				

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.			X				
7.6 The Executive Director has ensured that the GETHC has good internal communication and treated all personnel fairly, without favoritism or discrimination.			X				
Service Knowledge							
8.1 The Executive Director has demonstrated a thorough knowledge and understanding about key aspects of the GETHC.				X			
8.2 The Executive Director has a good understanding of the GETHC's allocation of its resources.				X			
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.				X			
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.			X				
9.4 The Executive Director has shown skills at analyzing and addressing problems, challenges and conflicts, and has been comfortable with ambiguity and complexity.			X				
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.			X				

Section III. Development Needs

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

1. Perseverance (in the face of the challenges of starting over)
2. Drive & motivation - fresh perspective about why GEHC exist
3. Political structure of Gov. Guam

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

1. It's still too soon to provide concrete feedback for development with only 6 mths in the position. So much of the time has been on standing the commission back up. The future look bright from the vision provide and shared.
- 2.
- 3.

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

Name: Nico A.C. Fujikawa	Position / Title: Executive Director
Reviewer: <u>Robert Jack, MD</u> , Commissioner	Date of Review: 01/23/26

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.
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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: <u>Ethics Media Opinion</u></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.					X		
1.2 The Executive Director has clearly translated his/her vision and strategy into feasible operational plans to achieve success for the commission.					X		
1.3 The Executive Director has accurately communicated his/her concept, vision and mission, strategies, goals, and directions for the organization to stakeholders.					X		
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.					X		
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.					X		
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.					X		

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.					X		
2.2 The Executive Director has accurately identified and analyzed problems and issues confronting the commission.					X		
2.3 The Executive Director has accurately determined and assessed key success factors for the GETHC.					X		
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.					X		
2.5 The Executive Director has assured that GETHC resources and budgets are aligned to the implementation of the Commission.					X		
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.					X		
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.					X		
3.2 The Executive Director organized and delegated work accurately and refers functions to others in a professional manner.					X		
3.3 The Executive Director makes sound decisions and timely adjustments when conditions demanded such changes.					X		
3.4 The Executive Director has timely and effectively executed priorities set by the Commissioners.					X		
3.5 The Executive Director has accurately supervised performance monitoring and control to ensure accountability at all levels of the organization.					X		
3.6 The Executive Director has ensured that the GETHC complies with requirements from all pertinent laws and regulations.					X		

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.					X		
4.2 The Executive Director has exercised good judgment in managing the financial affairs and budget of the GETHC.					X		
4.3 The Executive Director has established sound practices and procedures for up-to-date accurate accounting and financial planning.					X		
4.4 The Executive Director has effectively monitored and evaluated financial planning, budget and administrative operations, and reports the results to the GETHC.					X		
4.5 The Executive Director has achieved the GETHC's budgetary goals.					X		
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.					X		
5.2 The Executive Director has demonstrated a sound knowledge of board governance procedures and has consistently followed them.					X		
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.					X		
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.					X		
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.					X		

5.6 The Executive Director has encouraged board training and development.					X		
External Relations							
6.1 The Executive Director has served as an effective GETHC representative in communicating with stakeholders, including community groups and organizations.					X		
6.2 The Executive Director has effectively communicated the GETHC's financial performance to the Legislature.					X		
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.					X		
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.					X		
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.					X		
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.					X		
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.					X		
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.					X		
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.					X		

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.					X		
7.6 The Executive Director has ensured that the GEthC has good internal communication and treated all personnel fairly, without favoritism or discrimination.					X		
Service Knowledge							
8.1 The Executive Director has demonstrated a thorough knowledge and understanding about key aspects of the GEthC.					X		
8.2 The Executive Director has a good understanding of the GEthC's allocation of its resources.					X		
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.					X		
9.2 The Executive Director has shown sensitivity to and respect for others and exhibits concern for subordinates as individuals.					X		
9.3 The Executive Director has exercised good judgment in dealing with sensitive issues between people and between groups.					X		
9.4 The Executive Director has shown skills at analyzing and addressing problems, challenges and conflicts, and has been comfortable with ambiguity and complexity.					X		
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.					X		
9.6 The Executive Director has consistently sharpened his/her skills in the areas required for development of his or her potential.					X		

Section III. Development Needs

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

1. He possesses excellent vision for the commission.
2. He has developed sound strategies for achieving the commissions goals.
3. He communicates clearly and effectively.

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

1. Recommend active participation in the annual COGEL meeting
- 2.
- 3.

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

Name: Nico A.C. Fujikawa	Position / Title: Executive Director
Reviewer: <u>Daphne Leon Guerrero</u> , Commissioner	Date of Review: 1/27/26

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.
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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: <u>Ethics Media Opinion</u></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.				X			
1.2 The Executive Director has clearly translated his/her vision and strategy into feasible operational plans to achieve success for the commission.				X			
1.3 The Executive Director has accurately communicated his/her concept, vision and mission, strategies, goals, and directions for the organization to stakeholders.				X			
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.			X				
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.				X			
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.					X		NF has demonstrated his ability to work independently and set a clear direction for himself and the commission.

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.				X			
2.2 The Executive Director has accurately identified and analyzed problems and issues confronting the commission.			X				
2.3 The Executive Director has accurately determined and assessed key success factors for the GETHC.				X			
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.				X			
2.5 The Executive Director has assured that GETHC resources and budgets are aligned to the implementation of the Commission.					X		NF has secured funding for all our key initiatives for the year.
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.			X				
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.			X				
3.2 The Executive Director organized and delegated work accurately and refers functions to others in a professional manner.			X				
3.3 The Executive Director makes sound decisions and timely adjustments when conditions demanded such changes.				X			
3.4 The Executive Director has timely and effectively executed priorities set by the Commissioners.					X		NF has made progress on all his identified priorities.
3.5 The Executive Director has accurately supervised performance monitoring and control to ensure accountability at all levels of the organization.			X				
3.6 The Executive Director has ensured that the GETHC complies with requirements from all pertinent laws and regulations.			X				

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.				X			
4.2 The Executive Director has exercised good judgment in managing the financial affairs and budget of the GETHC.				X			
4.3 The Executive Director has established sound practices and procedures for up-to-date accurate accounting and financial planning.				X			
4.4 The Executive Director has effectively monitored and evaluated financial planning, budget and administrative operations, and reports the results to the GETHC.				X			
4.5 The Executive Director has achieved the GETHC's budgetary goals.					X		NF has secured addtl budget and the unspent budget from prior years.
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.			X				
5.2 The Executive Director has demonstrated a sound knowledge of board governance procedures and has consistently followed them.			X				
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.			X				
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.			X				
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.			X				

5.6 The Executive Director has encouraged board training and development.			X				
External Relations							
6.1 The Executive Director has served as an effective GETHC representative in communicating with stakeholders, including community groups and organizations.			X				
6.2 The Executive Director has effectively communicated the GETHC's financial performance to the Legislature.				X			NF has demonstrated this by securing add'l funding and prior years' unspent budget.
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.			X				
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.			X				
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.			X				
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.			X				
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.			X				
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.			X				
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.			X				

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.				X			
7.6 The Executive Director has ensured that the GETHC has good internal communication and treated all personnel fairly, without favoritism or discrimination.			X				
Service Knowledge							
8.1 The Executive Director has demonstrated a thorough knowledge and understanding about key aspects of the GETHC.				X			
8.2 The Executive Director has a good understanding of the GETHC's allocation of its resources.					X		NF has developed a strong budget plan for the commission.
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.			X				
9.2 The Executive Director has shown sensitivity to and respect for others and exhibits concern for subordinates as individuals.			X				
9.3 The Executive Director has exercised good judgment in dealing with sensitive issues between people and between groups.				X			
9.4 The Executive Director has shown skills at analyzing and addressing problems, challenges and conflicts, and has been comfortable with ambiguity and complexity.					X		NF has demonstrated his ability to thrive in the face of adversity.
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.				X			
9.6 The Executive Director has consistently sharpened his/her skills in the areas required for development of his or her potential.			X				

Section III. Development Needs

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

1. ED Fujikawa has articulated a clear vision for the future of the GETHC and has begun to execute on several key initiatives that will transform the commission into one with tangible impact and teeth.
2. ED Fujikawa has strong analytical and financial skills, which are very beneficial for the commission. These skillsets and his vision will help translate data into action.
3. ED Fujikawa works well under pressure and in adverse and ambiguous environments. His strong moral and ethical stance is what we need for the commission.

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

1. ED Fujikawa has had a rough start, operating as a department of one for several weeks. Despite these challenges, he has managed to keep on track with his strategic initiatives. I would like to see these come to fruition on or before the end of the year.
2. This may not be visible to me, but I would like to see ED Fujikawa connect and engage more with commissioners.
3. ED Fujikawa and team should establish development plans for the year, identifying courses/trainings that can build essential skills and knowledge.



GUAM ETHICS COMMISSION

Kumision i Ginihan Areklamenton Guåhan

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

RESOLUTION No. 2026 – 002

COMMISSIONERS

Daphne May N. Leon Guerrero
Chairperson

Robert S. Jack, MD
Vice-Chairperson

Christopher A. Cruz

Margaret E.R. Tyquiengco

RELATIVE TO ADOPTING THE FISCAL YEAR 2027 BUDGET REQUEST FOR THE GUAM ETHICS COMMISSION

WHEREAS, the Guam Ethics Commission was established in Chapter 15, Title 4 Guam Code Annotated, primarily to adjudicate complaints filed against elected officers, appointed officers, and public employees of the Government of Guam for violating the Ethical Code of Conduct; and

WHEREAS, in May 2021, members of the Guam Legislature heard and debated Bill 85-36, relative to affirming the independence and autonomy of the Guam Ethics Commission. The bill passed unanimously by the body and was later enacted as Public Law 36-28 by Governor Lou Leon Guerrero; and

WHEREAS, the Guam Ethics Commission is a vital government agency responsible for upholding ethical standards and promoting good governance in our island community; and

WHEREAS, the Guam Ethics Commission plays a crucial role in maintaining public trust by enforcing ethical standards for elected officials as well as with all persons employed by the government of Guam; and

WHEREAS, the Guam Ethics Commission has demonstrated its commitment to fulfilling its duties by providing timely and effective guidance on ethical issues and enforcing penalties for violations of the Ethics Code; and

WHEREAS, the Guam Ethics Commission, when setting its annual budget request, sought to enhance its current level of performance while strategically pursuing advancements in key areas such as legislative reformation, community engagement, education, improved adjudication processes of ethical complaints against public officials, and raising awareness of the Ethical Code of Conduct across the government for the benefit of the public; and

WHEREAS, the budget request for Fiscal Year 2027 will empower the Commission to enhance the Ethics in Government Program trainings, allocate resources for improved promotion of the Guam ethics code throughout the government, sustain its community education and engagement efforts, while safeguarding its independence from political interference; now therefore be it

RESOLVED, the Commission affirms through majority vote of members present at a publicly announced/open meeting, its adoption of the Fiscal Year 2027 Budget Request in the amount of \$747,395.00 to meet its statutory duties; and be it further

RESOLVED, the Commission directs its Executive Director to sign on its behalf all required budgetary forms and to transmit said budget request to the Honorable Lourdes A. Leon Guerrero, *I Maga'hågan Guåhan* and the Honorable Christopher Duenas, Senator and Chairman of the Committee on Appropriations and General Government Operations *I Mina Trentai Siette Na Liheslaturan Guåhan*; and be it further

RESOLVED, that Chairperson of the Guam Ethics Commission certify and attest to the adoption hereof, and that copies of same be transmitted to the Honorable Lourdes A. Leon Guerrero, *I Maga'hågan Guåhan*, the Honorable Joshua F. Tenorio, *I Sigundu Na Maga'Låhen Guåhan*, the Honorable Frank Blas Jr., Speaker *I Mina Trentai Siette Na Liheslaturan Guåhan*, and the Honorable Christopher Duenas, Senator and Chairman of the Committee on Appropriations and General Government Operations *I Mina Trentai Siette Na Liheslaturan Guåhan*.

PASSED AND ADOPTED BY THE GUAM ETHICS COMMISSION THIS 27TH DAY OF JANUARY 2025

DAPHNE MAY N. LEON GUERRERO
CHAIRPERSON, GUAM ETHICS COMMISSION

134 W. Soledad Avenue, Suite 406,
BOH Building, Hagåtña, GU 96910
Tel: (671) 969-5625
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GUAM ETHICS COMMISSION

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RESEARCH SERVICES: DEVELOPMENT OF THE GUAM ETHICS COMMISSION TRUST METER

PROJECT NO. GECOM-RFP-26-001

Guam Ethics Commission

132 W. Soledad Avenue

Citadel Building Suite 406

Hagåtña, Guam 96910

Tel: 671-969-5625

Fax: 671-969-5626

GUAM ETHICS COMMISSION REQUEST FOR PROPOSAL	
RFP Number: GECOM RFP-26-001	RFP TITLE: Research Services: Development of The Guam Ethics Commission Trust Meter
RFP Due Date and Time: March 5, 2026 4:00 PM ChST	Number of Pages: 41; inclusive of the required affidavits/acknowledgments. Available online at: guamethics.com
ISSUING AGENCY INFORMATION	
Guam Ethics Commission	Issue Date: Friday, January 30, 2026
Point of Contact Mr. Nico A.C. Fujikawa Email: procurement@ethics.guam.gov Phone: (671) 969-5625 Fax: (671) 969-5626	134 W. Soledad Ave. Citadel Building Suite 406 Hagåtña, Guam 96910 Phone: (671) 969-5625 Fax: (671) 969-5626 Website: guamethics.com
INSTRUCTIONS TO OFFERORS	
Delivery of Proposal By U.S. Mail or Deliver Only to the attention of: Nico A.C. Fujikawa, Executive Director Guam Ethics Commission 134 W. Soledad Ave. Citadel Building Suite 406 Hagatna, GU 96910	Mark Face of Envelope/ Package: RFP Title: Research Services: Development of The Guam Ethics Commission Trust Meter RFP Number: GECOM RFP-26-001 RFP Due Date: March 5, 2026, 4:00 PM ChST Special Instructions: Mark "Confidential RFP Document" on the envelope
OFFERORS MUST COMPLETE THE FOLLOWING	
Offeror Name/Point of Contact/Address:	Authorized Offeror Signatory: (Please print name and sign in ink)
Offeror Title:	Offeror Email Address:
Offeror Telephone Number:	Offeror Fax Number:
OFFERORS MUST RETURN THIS COVER SHEET WITH THEIR RESPONSE	

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REQUEST FOR PROPOSALS

Research Services:

Development of The Guam Ethics Commission Trust Meter

GECOM-RFP-26-001

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REQUEST FOR PROPOSALS

Research Services:

Development of The Guam Ethics Commission Trust Meter

GECOM-RFP-26-001

OFFEROR'S RFP CHECKLIST

1. ___ **Read the entire document.** Note critical items such as: mandatory requirements; supplies/services required; submittal dates; number of copies required for submittal; contract requirements.
2. ___ **Note the Executive Director's name, address, phone numbers, and e-mail address.** This is the only person you are allowed to communicate with regarding the RFP and is an excellent source of information for any questions you may have.
3. ___ **Take advantage of the "question and answer" period.** Submit your **written** questions to the Executive Director by the due date listed in the Schedule of Events and view the answers given. Should an addendum be required, GECOM will issue a formal "addendum" for the RFP. All addenda issued for an RFP are posted on GECOM's website.
4. ___ **Follow the format required in the RFP** when preparing your response. **Provide point-by-point responses to all sections in a clear and concise manner. Submitted proposal must be signed by the person authorized to bind/contract (see page 1 of this RFP).**
5. ___ **Provide complete answers/description.** Read and answer **all** questions and requirements. Don't assume GECOM or evaluation committee will know what your company capabilities are or what items/services you can provide, even if you have previously contracted with GECOM. The proposals are evaluated based solely on the information and materials provided in your response.
6. ___ **Use the forms provided, i.e., cover page, "ALL" Affidavit forms, etc. – NOTE: all affidavits must be notarized.**
7. ___ **Check the GECOM website for RFP addenda.** Before submitting your response, check the GECOM website at www.guamethics.com to see whether any addenda were issued for the RFP. If so, you must submit a signed copy of the addendum for each addendum issued along with your RFP response.
8. ___ **Review and read the RFP document again** to make sure that you have addressed all requirements. Your original response and the requested copies must be identical and be complete. The copies are provided to the evaluation committee members and will be used to score your response.
9. ___ **Submit your response on time.** Note all the dates and times listed in the Schedule of Events and within the document and be sure to submit all required items on time. Late proposal responses are *never* accepted.

This checklist is provided for assistance only and should not be submitted with the Offeror's Response

SCHEDULE OF EVENTS

Research Services: Development of The Guam Ethics Commission Trust Meter
GECOM RFP-26-001

<u>DATE</u>	<u>EVENT</u>
Friday, January 30, 2026	RFP Issue Date/Public Announcement RFP packets available at GECOM website or GECOM office at 132 W. Soledad Avenue Citadel Building Suite 406 Hagåtña, Guam 96910
Tuesday, February 10, 2026	12:00 p.m. Deadline to submit written questions *GECOM response will be provided directly to all registered participants via email and posted in the GECOM website
Thursday, March 5, 2026	4:00 p.m. RFP submission deadline

Questions, if any, should be made in writing to the Executive Director, which can be dropped off at the GECOM office, emailed to procurement@ethics.guam.gov, or sent by fax to 671-969-5626 according to the timeline provided in the RFP.

GECOM hereby notifies all bidders that it will affirmatively ensure that minority business enterprises will be afforded full opportunity to submit a response to this request for proposal and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

GECOM reserves the right to reject any or all proposals, waive any imperfection in the proposal, or cancel this solicitation, all according to law in the interest of the bureau. Direct or indirect contact with GECOM Management or Staff, Board Members, or any person participating in the selection process is prohibited.

The deadline for submission of proposals is no later than 4:00 p.m. (Chamorro Standard Time) on Thursday, March 5, 2026.

REQUEST FOR PROPOSAL

PROJECT NO. GECOM-RFP-26-001 RESEARCH SERVICES: DEVELOPMENT OF GUAM'S 1ST TRUST METER

BASIC INFORMATION

1. OVERVIEW

The Guam Ethics Commission (GECOM) is an independent and autonomous instrumentality within the Government of Guam, whose purpose is to hold public officers and employees accountable to the Ethical standards established in Guam law.

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. To accomplish this mandate, the GECOM is seeking proposals from qualified firms to develop the Island's first Public Trust Meter. The Trust Meter will serve as a vital tool for the Commission to gauge public sentiment and community trust over time. This study aims to assess the levels of public confidence in various institutions, including government, media, businesses, healthcare, and other social sectors, and to identify areas of strength and uncover opportunities for improvement. The Trust Meter will provide baseline metrics for public trust, utilizing robust, data-driven frameworks to offer key insights for local policymakers, public officials, government agencies, and community organizations. These insights will assist GECOM and community stakeholders in the development of strategic programs to enhance engagement with the general public and foster greater public trust across these sectors.

2. OBJECTIVES OF THE STUDY

The primary objectives of the Trust Meter for Guam are to:

- Measure public trust: Assess the level of trust that the residents of Guam place in key institutions and public officials.
- Analyze key drivers: Identify the factors that influence trust, such as transparency, accountability, and past performance.
- Track demographic trends: Understand variations in trust levels based on factors such as age, gender, socioeconomic status, ethnicity, and geographic location within Guam.
- Provide actionable insights: Deliver recommendations on how institutions can build or repair trust based on the findings.
- Track key resident sentiments and trust in government officials, elected officials, public employees, and agencies in Guam over time.
- Identify the primary perceived negative and positive impacts of government officials, elected officials, public employees, and agencies on island residents.
- Identify how well-informed the community is regarding the importance of key government events and actions taken by public officials and their impacts on the community.
- Measure the community's sentiment of government agency operations, including but not limited to: fiscal responsibility, community engagement, customer service and accessibility, programs and services, etc.
- Measure the community's awareness and perception of the Ethics Code of Conduct, programs, events, and campaigns.
- Identify current and future issues or concerns regarding public Trust expressed by residents.
- Identify survey methods or processes that will enhance relevancy of the Trust Meter.
- Develop strategic programs to cultivate community trust over time.
- Provide a detailed interpretation of the results and link back recommendations to the overall policy and strategy.

3. SCOPE OF WORK

The selected qualified firm will be responsible for conducting a comprehensive study that includes, but is not limited to, the following components:

- Survey Design: Develop a well-structured instrument that includes both quantitative and qualitative measures of trust across various sectors.
- Sampling Strategy: Identify and implement a representative sample of the population across different demographics (age, gender, socioeconomic status, etc.) to ensure the study results are accurate and reflective of Guam's population.
- Data Collection: Administer the instrument through appropriate methods, including but not limited to online surveys, phone interviews, and in-person interviews, as deemed necessary.
- Data Analysis: Analyze the collected data using appropriate statistical methods and tools to generate meaningful insights about public sentiment and generate a baseline metric of public trust.
- Reporting: Provide a detailed report, including:

- A summary of key findings and trends.
- A comparative analysis of trust levels across different sectors.
- An evaluation of factors driving trust (or distrust) in various government institutions.
- Recommendations for improving trust and engagement for the Guam Ethics Commission and public officials.
- Presentation: Present the findings to the Guam Ethics Commission and relevant stakeholders, including an executive summary and recommendations.
- Identify and describe methods or processes related to fielding analysis, or other related work, while still achieving the aforementioned objectives.
- Obtain islandwide sentiments or input on Government Trust from a representative sample of randomly selected respondents whose demographics of Guam’s population are weighted to reflect area populations for the north, central, and south.
- The Contractor may propose additional research to analyze and report on subpopulations (ethnic groups, employment, or by other individual or household/social graphic characteristics)
- The contractor shall review and utilize any relevant data, where applicable, to track key resident sentiments toward government operations and their impact on community trust over time.
- The contractor shall develop infographics summarizing key findings and indicators in line with GECOM branding.
- The contractor shall provide ongoing consultation with the Guam Ethics Commission to ensure survey progress and attainment of project objectives, as well as obtain GECOM approval of the final survey instrument, final report, and any presentations.
- Contractor shall provide a final report and/or completed Survey no later than the 4th quarter of Fiscal Year 2026 (July-September 2026). GECOM will have complete ownership of all related projected data and reports.

4. RFP PROCESS

It is in the best interest of the Offeror to register online and download the complete RFP solicitation packet at guamethics.com; or by registering at GECOM if the packet is obtained at the GECOM office at 132 W. Soledad Avenue Citadel Building Suite 406 Hagåtña, Guam 96910.

All inquiries pertaining to this RFP are to be addressed to the Executive Director, Guam Ethics Commission, 132 W. Soledad Avenue Citadel Building Suite 406 Hagåtña, Guam 96910. From the date of issuance of this RFP until the award of any contract, Prospective Offerors are not permitted to contact GECOM Board of Commissioners, management, employees, and/or the Selection Committee related to this solicitation, except as provided for in these instructions. Offerors who violate this requirement will be disqualified.

The Executive Director or designee(s) will coordinate all questions through GECOM Procurement and will respond in writing. The Executive Director may also be contacted at (671) 969-5625, or via email at procurement@ethics.guam.gov. If an addendum is required, it will be issued and posted on the GECOM procurement website.

If it becomes necessary to revise or amend any part of this RFP, GECOM will publish a revision by written addendum on its website and notify all prospective Offerors who have registered. Offerors will be responsible for adhering to the requirements of any addenda to this RFP.

Government of Guam Fiscal Year 2027 Budget Digest

Function: GENERAL GOVERNMENT
 Department: GUAM ETHICS COMMISSION
 Program: OPERATIONS

GFMS Account Code	Appropriation Classification	A	B	C	D	E	F	G	H	I	J	K	L
		GENERAL FUND			SPECIAL FUND 1/			FEDERAL MATCH			GRAND TOTAL (ALL FUNDS)		
		FY 2025 Expenditures & Encumbrances	FY 2026 Authorized Level	FY 2027 Governor's Request	FY 2025 Expenditures & Encumbrances	FY 2026 Authorized Level	FY 2027 Governor's Request	FY 2025 Expenditures & Encumbrances	FY 2026 Authorized Level	FY 2027 Governor's Request	FY 2025 Expenditures & Encumbrances (A + D + G)	FY 2026 Authorized Level (B + E + H)	FY 2027 Governor's Request (C + F + I)
	PERSONNEL SERVICES												
6111001	Regular Salaries/Increments/Special Pay:	262,497	262,497	330,906	0	0	0	0	0	0	262,497	262,497	330,906
6112001	Overtime:	0	0	0	0	0	0	0	0	0	0	0	0
6113001	Benefits:	115,763	115,763	154,916	0	0	0	0	0	0	115,763	115,763	154,916
	TOTAL PERSONNEL SERVICES	\$378,260	\$378,260	\$485,822	\$0	\$0	\$0	\$0	\$0	\$0	\$378,260	\$378,260	\$485,822
	OPERATIONS												
6220001	TRAVEL- Off-Island/Local Mileage Reimburs:	26,019	26,019	36,294	0	0	0	0	0	0	26,019	26,019	36,294
6230001	CONTRACTUAL SERVICES:	47,725	47,725	122,500	0	0	0	0	0	0	47,725	47,725	122,500
6233001	OFFICE SPACE RENTAL:	65,993	65,993	70,000	0	0	0	0	0	0	65,993	65,993	70,000
6240001	SUPPLIES & MATERIALS:	1,500	1,500	1,500	0	0	0	0	0	0	1,500	1,500	1,500
6250001	EQUIPMENT:	0	0	0	0	0	0	0	0	0	0	0	0
6270001	WORKERS COMPENSATION:	0	0	0	0	0	0	0	0	0	0	0	0
6271001	DRUG TESTING:	0	0	0	0	0	0	0	0	0	0	0	0
6280001	SUB-RECIPIENT/SUBGRANT:	0	0	0	0	0	0	0	0	0	0	0	0
6290001	MISCELLANEOUS:	21,183	21,183	19,279	0	0	0	0	0	0	21,183	21,183	19,279
	TOTAL OPERATIONS	\$162,420	\$162,420	\$249,573	\$0	\$0	\$0	\$0	\$0	\$0	\$162,420	\$162,420	\$249,573
	UTILITIES												
6361001	Power:	0	0	0	0	0	0	0	0	0	0	0	0
6362001	Water/ Sewer:	0	0	0	0	0	0	0	0	0	0	0	0
6363001	Telephone/ Toll:	12,000	12,000	12,000	0	0	0	0	0	0	12,000	12,000	12,000
	TOTAL UTILITIES	\$12,000	\$12,000	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$12,000	\$12,000	\$12,000
6450001	CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL APPROPRIATIONS	\$552,680	\$552,680	\$747,395	\$0	\$0	\$0	\$0	\$0	\$0	\$552,680	\$552,680	\$747,395
	1/ Specify Fund Source(s)												
	FULL TIME EQUIVALENCIES (FTEs)												
	UNCLASSIFIED:	1	1	3	0	0	0	0	0	0	1	1	3
	CLASSIFIED:	4	4	3	0	0	0	0	0	0	4	4	3
	TOTAL FTEs	5.00	5.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	6.00

Government of Guam Fiscal Year 2027 Agency Staffing Pattern (PROPOSED)

[BBMR SP-1]

FUNCTIONAL AREA: GENERAL GOVERNMENT

DEPARTMENT/AGENCY: GUAM ETHICS COMMISSION

PROGRAM: OPERATIONS

FUND: GENERAL FUND

Input by Department										Input by Department									
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)		(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
Position No.	Position Number	Position Title 1/ GENERAL FUND	Name of Incumbent	Grade/ Step	Salary	Overtime	Special*	Increment		(E+F+G+I) Subtotal	Retirement (J * 30.70%) 1/	Retire (DDI) (\$19.01*26PP) 2/	Social Security (6.2% * J)	Medicare (1.45% * J)	Life 3/	Medical (Premium)	Dental (Premium)	Total Benefits (K thru Q)	(J + R) TOTAL
								Date	Amt.										
1	----	Division #1	----	----	\$329,414	\$0	\$0	----	\$1,492	\$330,906	\$101,587	\$2,970	\$0	\$4,798	\$1,122	\$41,667	\$2,772	\$154,916	\$485,822
2	----	Division #2	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
3	----	Division #3	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
4	----	Division #4	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
5	----	Division #5	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
6	----	Division #6	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
7	----	Division #7	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
8	----	Division #8	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
9	----	Division #9	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
10	----	Division #10	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
11																			
12																			
13																			
14																			
15																			
16																			
17																			
18																			
19																			
20																			
			GRAND TOTAL	----	\$329,414	\$0	\$0	----	\$1,492	\$330,906	\$101,587	\$2,970	\$0	\$4,798	\$1,122	\$41,667	\$2,772	\$154,916	\$485,822

* Night Differential / Hazardous / Worker's Compensation / etc.

1/ FY 2027 (Proposed) GovGuam contribution rate of 30.70% for the Government of Guam Retirement is subject to change.

2/ FY 2027 (Proposed) GovGuam contribution rate of \$19.01 (bi-weekly) for DDI is subject to change.

3/ FY 2027 (Proposed) GovGuam contribution rate of \$187 (per annum) for Life Insurance is subject to change.

Government of Guam Fiscal Year 2027 Agency Staffing Pattern (PROPOSED)

[BBMR SP-1]

FUNCTIONAL AREA: GENERAL GOVERNMENT
 DEPARTMENT/AGENCY: GUAM ETHICS COMMISSION
 PROGRAM: OPERATIONS
 FUND: GENERAL FUND

Input by Department										Input by Department										
No.	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)		(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
	Position Number	Position Title 1/	Name of Incumbent	Grade/ Step	Salary	Overtime	Special*	Increment			(E+F+G+I) Subtotal	Retirement (J * 30.70%) 2/	Retire (DDI) (\$19.01*26PP) 3/	Social Security (6.2% * J)	Medicare (1.45% * J)	Life 4/	Medical (Premium)	Dental (Premium)	Total Benefits (K thru Q)	(J + R) TOTAL
1	GEC-001	Executive Director	FUJIKAWA, Nico A. C.	ET-05	\$107,859	\$0	\$0	-	\$0	\$0	\$107,859	\$33,113	\$495	\$0	\$1,564	\$187	\$5,978	\$459	\$41,796	\$149,655
2	GEC-002	Program Coordinator I (LTA)	JAMES, Kristin C. D.	KX-01	41,372	0	0	-	0	0	41,372	12,701	\$495	0	600	\$187	4,141	373	18,497	59,869
3	GEC-003	Program Coordinator I (LTA)	ANDERSON, Chelsea	KX-01	41,372	0	0	-	0	0	41,372	12,701	\$495	0	600	\$187	4,141	373	18,497	59,869
4	GEC-004	Administrative Assistant	CAMACHO, Vanessa E.	JX-02	39,349	0	0	11/3/2026	1,492	0	40,841	12,538	\$495	0	592	\$187	12,977	459	27,248	68,089
5	GEC-005	Ethics Investigation & Compliance Officer	(Vacant)	MX-01	49,731	0	0	-	0	0	49,731	15,267	\$495	0	721	\$187	7,215	554	24,439	74,170
6	GEC-006	Accountant II	(Vacant)	MX-01	49,731	0	0	-	0	0	49,731	15,267	\$495	0	721	\$187	7,215	554	24,439	74,170
7					0	0	0		0	0	0	0	\$0	0	0	\$0	0	0	0	0
8					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
9					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
10					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
11					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
12					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
13					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
14					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
15					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
16					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
17					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
18					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
19					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
20					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
21					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
22					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
23					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
24					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
25					0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
			Grand Total:	----	\$329,414	\$0	\$0	----	\$1,492	\$330,906	\$101,587	\$2,970	\$0	\$4,798	\$1,122	\$41,667	\$2,772	\$154,916	\$485,822	

* Night Differential / Hazardous / Worker's Compensation / etc.
 1/ Indicate "(LTA)" or "(Temp.)" next to Position Title (where applicable).
 2/ FY 2027 (Proposed) GovGuam contribution rate of 30.70% for the Government of Guam Retirement is subject to change.
 3/ FY 2027 (Proposed) GovGuam contribution rate of \$19.01 (bi-weekly) for DDI is subject to change.
 4/ FY 2027 (Proposed) GovGuam contribution rate of \$187 (per annum) for Life Insurance is subject to change.

Government of Guam Fiscal Year 2027 Agency Staffing Pattern (PROPOSED)

[BBMR SP-1]

Input by Department												
No.	(A) Position Number	(B) Position Title	(C) Name of Incumbent	(D) Holiday Pay	Special Pay Categories						(K) Subtotal	
					(E)		(F)	(G)	(H)	(I)		(J)
					1/ Night Differential Pay 10%	2/ Hazard 10%	3/ Hazard 8%	4/ Nurse Sunday Pay 1.5	5/ Nurse Pay 1.5	6/ EMT Pay 15%		
1	GEC-001	Executive Director	FUJIKAWA, Nico A. C.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
2	GEC-002	Program Coordinator I (LTA)	JAMES, Kristin C. D.	0	0	0	0	0	0	0	0	
3	GEC-003	Program Coordinator I (LTA)	ANDERSON, Chelsea	0	0	0	0	0	0	0	0	
4	GEC-004	Administrative Assistant	CAMACHO, Vanessa E.	0	0	0	0	0	0	0	0	
5	GEC-005	Ethics Investigation & Compliance Officer	(Vacant)	0	0	0	0	0	0	0	0	
6	GEC-006	Accountant II	(Vacant)	0	0	0	0	0	0	0	0	
7				0	0	0	0	0	0	0	0	
8				0	0	0	0	0	0	0	0	
9				0	0	0	0	0	0	0	0	
10				0	0	0	0	0	0	0	0	
11				0	0	0	0	0	0	0	0	
12				0	0	0	0	0	0	0	0	
13				0	0	0	0	0	0	0	0	
14				0	0	0	0	0	0	0	0	
15				0	0	0	0	0	0	0	0	
16				0	0	0	0	0	0	0	0	
17				0	0	0	0	0	0	0	0	
18				0	0	0	0	0	0	0	0	
19				0	0	0	0	0	0	0	0	
20				0	0	0	0	0	0	0	0	
21				0	0	0	0	0	0	0	0	
22				0	0	0	0	0	0	0	0	
23				0	0	0	0	0	0	0	0	
24				0	0	0	0	0	0	0	0	
25				0	0	0	0	0	0	0	0	
			Grand Total:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

- 1/ 10% of reg. rate, applicable from 6pm-6am, employee must work 4 hours consecutive after 6pm for entitlement of the pay
- 2/ Applies to law enforcement personnel
- 3/ Applies to solid waste employees
- 4/ 1 ½ of reg. rate of pay from 12am Friday to 12 midnight Sunday
- 5/ 1 ½ of reg. rate of pay on daily work exceeding 8 hours
- 6/ Applicable only to GFD ambulatory service personnel. 15% of reg. rate of pay

Government of Guam Fiscal Year 2026 Agency Staffing Pattern (CURRENT)

[BBMR SP-1]

FUNCTIONAL AREA: GENERAL GOVERNMENT

DEPARTMENT/AGENCY: GUAM ETHICS COMMISSION

PROGRAM: OPERATIONS

FUND: GENERAL FUND

Input by Department										Input by Department									
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)		(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
No.	Position Number	Position Title	Name of Incumbent	Grade/ Step	Salary	Overtime	Special*	Increment		(E+F+G+I) Subtotal	Benefits					Medical (Premium)	Dental (Premium)	Total Benefits (K thru Q)	(J + R) TOTAL
								Date	Amt.		Retirement (J * 33.85%)	Retire (DDI) (\$19.01*26PP)	Social Security (6.2% * J)	Medicare (1.45% * J)	Life 1/				
		GENERAL FUND																	
1	----	Division #1	----	----	\$229,952	\$0	\$0	----	\$1,492	\$231,444	\$71,053	\$1,980	\$0	\$3,356	\$748	\$27,237	\$1,664	\$106,038	\$337,482
2	----	Division #2	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
3	----	Division #3	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
4	----	Division #4	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
5	----	Division #5	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
6	----	Division #6	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
7	----	Division #7	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
8	----	Division #8	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
9	----	Division #9	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
10	----	Division #10	----	----	0	0	0	----	0	0	0	0	0	0	0	0	0	0	0
11																			
12																			
13																			
14																			
15																			
16																			
17																			
18																			
19																			
20																			
			Grand Total:	----	\$229,952	\$0	\$0	----	\$1,492	\$231,444	\$71,053	\$1,980	\$0	\$3,356	\$748	\$27,237	\$1,664	\$106,038	\$337,482

* Night Differential / Hazardous / Worker's Compensation / etc.

1/ FY 2026 GovGuam contribution for Life Insurance is \$187 per annum

FUNCTIONAL AREA: GENERAL GOVERNMENT
 DEPARTMENT/AGENCY: GUAM ETHICS COMMISSION
 PROGRAM: OPERATIONS
 FUND: GENERAL FUND

Input by Department										Input by Department													
No.	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)		(I)	(J)	(K)	(L)	(M)	(N)			(O)	(P)		(Q)	(R)	(S)
	Position Number	Position Title 1/	Name of Incumbent	Grade / Step	Salary	Overtime	Special*	Increment		Subtotal (E+F+G+I)	Retirement (J * 33.85%)	Retire (DDI) (\$19.01*26PP)	Social Security (6.2% * J)	Medicare (1.45% * J)	Life 2/	Medical (Premium)	Dental (Premium)	Total Benefits (K thru Q)	(J + R) TOTAL				
								Date	Amt.														
1	GEC-001	Executive Director	FUJIKAWA, Nico A. C.	ET-05	\$107,859	\$0	\$0	-	\$0	\$107,859	\$33,113	\$495	\$0	\$1,564	\$187	\$5,978	\$459	\$41,796	\$149,655				
2	GEC-002	Program Coordinator I (LTA)	JAMES, Kristin C. D.	KX-01	41,372	0	0	-	0	41,372	12,701	\$495	0	600	\$187	4,141	373	18,497	59,869				
3	GEC-003	Program Coordinator I (LTA)	ANDERSON, Chelsea	KX-01	41,372	0	0	-	0	41,372	12,701	\$495	0	600	\$187	4,141	373	18,497	59,869				
4	GEC-004	Administrative Assistant	CAMACHO, Vanessa E.	JX-02	39,349	0	0	11/3/2026	1,492	40,841	12,538	\$495	0	592	\$187	12,977	459	27,248	68,089				
5	GEC-005	Ethics Investigation & Compliance Officer	(Vacant)	MX-01	0	0	0	-	0	0	0	\$0	0	0	\$0	0	0	0	0				
6					0	0	0		0	0	0	\$0	0	0	\$0	0	0	0	0				
7					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
8					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
9					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
10					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
11					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
12					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
13					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
14					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
15					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
16					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
17					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
18					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
19					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
20					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
21					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
22					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
23					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
24					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
25					0	0	0		0	0	0	0	0	0	0	0	0	0	0				
			Grand Total:	----	\$229,952	\$0	\$0	----	\$1,492	\$231,444	\$71,053	\$1,980	\$0	\$3,356	\$748	\$27,237	\$1,664	\$106,038	\$337,482				

* Night Differential / Hazardous / Worker's Compensation / etc.
 1/ Indicate "(LTA)" or "(Temp.)" next to Position Title (where applicable)
 2/ FY 2026 GovGuam contribution for Life Insurance is \$187 per annum

Input by Department											
No.	(A) Position Number	(B) Position Title	(C) Name of Incumbent	(D) Holiday Pay	Special Pay Categories						(K) (D+E+F+G+H+I+J) Subtotal
					(E) 1/ Night Differential Pay 10%	(F) 2/ Hazard 10%	(G) 3/ Hazard 8%	(H) 4/ Nurse Sunday Pay 1.5	(I) 5/ Nurse Pay 1.5	(J) 6/ EMT Pay 15%	
1	GEC-001	Executive Director	FUJIKAWA, Nico A. C.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	GEC-002	Program Coordinator I (LTA)	JAMES, Kristin C. D.	0	0	0	0	0	0	0	0
3	GEC-003	Program Coordinator I (LTA)	ANDERSON, Chelsea	0	0	0	0	0	0	0	0
4	GEC-004	Administrative Assistant	CAMACHO, Vanessa E.	0	0	0	0	0	0	0	0
5	GEC-005	ies Investigation & Compliance Offi	(Vacant)	0	0	0	0	0	0	0	0
6				0	0	0	0	0	0	0	0
7				0	0	0	0	0	0	0	0
8				0	0	0	0	0	0	0	0
9				0	0	0	0	0	0	0	0
10				0	0	0	0	0	0	0	0
11				0	0	0	0	0	0	0	0
12				0	0	0	0	0	0	0	0
13				0	0	0	0	0	0	0	0
14				0	0	0	0	0	0	0	0
15				0	0	0	0	0	0	0	0
16				0	0	0	0	0	0	0	0
17				0	0	0	0	0	0	0	0
18				0	0	0	0	0	0	0	0
19				0	0	0	0	0	0	0	0
20				0	0	0	0	0	0	0	0
21				0	0	0	0	0	0	0	0
22				0	0	0	0	0	0	0	0
23				0	0	0	0	0	0	0	0
24				0	0	0	0	0	0	0	0
25				0	0	0	0	0	0	0	0
			Grand Total:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

- 1/ 10% of reg. rate, applicable from 6pm-6am, employee must work 4 hours consecutive after 6pm for entitlement of the pay
- 2/ Applies to law enforcement personnel
- 3/ Applies to solid waste employees
- 4/ 1 ½ of reg. rate of pay from 12am Friday to 12 midnight Sunday
- 5/ 1 ½ of reg. rate of pay on daily work exceeding 8 hours
- 6/ Applicable only to GFD ambulatory service personnel. 15% of reg. rate of pay