DOGE Guam: Top 10 for the Transition Team

2026-11-03 · Adam Pang

Ten things the incoming administration should look at first, each traced to an official document. The common thread: Guam is spending more but cannot yet show results, and federal money is at risk where paperwork fails. Prepared by DOGE Guam, an independent and unofficial project not affiliated with the Government of Guam; it flags patterns and accuses no one.

The ten

Ordered by how many residents each touches and how much money is at stake.

#	Issue and evidence	Ask in the first 100 days	Source
1	**Power bills and outages.** The fuel surcharge rose from 13.58 to 28.27 cents/kWh in 2026, lifting the average bill from $260 to $407 a month in four months. Generation shortfalls brought rotating outages and a federal emergency order (Aug 6 to Nov 4, 2026).	Have GPA publish monthly outage hours per customer and a fuel-cost plan; write reliability penalties into any new generation contract.	GPA LEAC table; DOE Order 202-26-38
2	**Tourism has not come back.** FY2026 arrivals were 688,599, 42% of FY2019. September fell 30% year over year; Korea fell 51.5%.	Set public arrival targets by market and report air-seat capacity monthly.	GVB September 2026 arrivals
3	**School spending up, learning not.** $21,070 per student, up 62% in three years, while 95% of fifth graders miss the math standard. OPA questioned $23.1M (laptops), $29M (textbooks) and $3.8M (air conditioners) in GDOE purchases since 2024.	One GDOE procurement corrective plan for all purchases, and proficiency targets by grade tied to the budget.	GDOE report coverage; OPA 24-05; OPA 26-03; OPA 26-09
4	**Medicaid provider payments.** OPA questioned $241.1M of $399.6M paid, mainly because providers were not revalidated every five years as federal rules require.	Report how many Medicaid providers are now current on revalidation, and clear the backlog.	OPA 25-03
5	**Federal money at risk from paperwork.** The FY2024 single audit had 53 findings (18 repeats), $22.6M questioned and disclaimers on five major programs, and came out 298 days late. FEMA is holding back $8.4M from Civil Defense after warnings dating to 2011.	Name an owner for each repeat finding, file the FY2025 single audit on time, and get the FEMA restrictions lifted.	OPA FY2024 compliance audit; OPA 24-07

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6	**Audit advice not acted on.** 102 OPA recommendations are still open: 28 of 83 from 2022 and 2023, plus 74 older ones. Guam law asks agencies to implement them by the next fiscal year.	Ask every agency head for a dated plan on its open items.	OPA 25-09; All open items, listed
7	**Surpluses on top of deep long-term holes.** The General Fund ran a $98.4M surplus in FY2024, but net position is negative $2.14B, the pension plan is 61.6% funded ($1.36B unfunded) and S&P still rates general obligation bonds BB. The FY2026 act suspended the 2% rainy-day set-aside ($18,987,834).	Adopt a written rule sending windfall revenue to the rainy-day fund or debt, and publish a multiyear fiscal plan.	OPA FY2024 financial highlights; DOA, Invest Guam 2026; Bond Buyer on S&P; Budget act, p. 11
8	**The public hospital.** GMHA has lacked Joint Commission accreditation since July 2018, its net position is negative $294.9M, and it collects 33 cents per dollar billed.	A funded accreditation timeline (roof, chillers, electrical) and a billing collections plan.	OPA GMHA FY2025 highlights
9	**Typhoon recovery money.** Typhoon Sinlaku did about $435M in public damage in 2026 (governor's estimate) on top of Mawar's $367M in 2023, and some Mawar claims are still pending with FEMA.	A public tracker of FEMA claims: amount claimed, approved and received, by project.	Pacific Daily News, Sinlaku estimate
10	**Guam cannot see itself.** No official GDP since 2022, no population estimate since the 2020 Census, no crime report since 2023, and the 99 agency budget, contract and staffing reports linked from guam.gov/finances now lead to a suspended hosting page.	Restore the BACIS reports or post the files; ask Interior to restore Guam GDP; publish crime statistics on a fixed method.	BEA GDP for Guam 2022; Our BACIS check

Also for the first 100 days

#	Issue and evidence	Ask in the first 100 days	Source
+	**Permits and the price of a home.** The median home sold for $460,000 in 2026, about 8 times the median household income of $58,289. DPW says a single-family permit can clear in five to seven working days, but other agencies add their own reviews and contractors testify to delays of weeks to years. DPW's online permit tracker died in a bid protest. Bill 360-38, heard October 29, 2026, would let Guam EPA use applicant-paid outside reviewers for clearing and grading permits, with a 60-day decision clock and conditional approval if Guam EPA misses it.	Publish days to permit for each DPW, Guam EPA and Land Management permit every month; deliver the online permit tracker; and give every permit one plain checklist with its sources. PermitGU, an unofficial demo, shows what that checklist can look like.	Pacific Island Times, home prices; Guam Daily Post, DPW oversight hearing; Isla Public Media, contractor testimony; Bill 360-38; Hearing notice, Oct 29, 2026; PermitGU (unofficial demo)

One more just outside the ten: slow everyday services (online tax filing and refunds stopped in March 2026 after a support contract lapsed). See the playbook for lessons from other governments.

Not yet confirmed

A questioned cost is an audit term for spending that did not follow a rule or lacked support; it may later be allowed, and it is not a finding of fraud. These points still need checking before anyone relies on them:

- The Sinlaku damage figure is the governor's estimate, not a FEMA assessment.
- GDOE spending and test results come from news coverage of GDOE's annual report; two outlets differ slightly on per-student spending ($21,070 vs $21,007).
- FEMA's $8.4M hold and the $34.7M it is reviewing come from OPA's 2024 audit; their status today is unknown.
- The FY2025 audited financial statements are not out yet; DOA's unaudited FY2025 General Fund surplus is $35M.
- Permit wait times are DPW's and contractors' statements; no agency publishes days to permit. Bill 360-38 had not passed as of its October 29, 2026 hearing.
- Each OPA figure is quoted from the executive summary linked; the full reports carry the detail and agency responses.

Sources

Full evidence, with downloadable data, at dogeguam.vercel.app/memo.

- GPA LEAC table
- DOE Order 202-26-38
- GVB September 2026 arrivals
- GDOE report coverage
- OPA 24-05
- OPA 26-03
- OPA 26-09
- OPA 25-03

- OPA FY2024 compliance audit
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- OPA FY2024 financial highlights
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