



## **Four Year Strategic Plan (FY2017-2021)**

*Prepared by:*

*The Commission on CHamoru Language and the Teaching of the  
History and Culture of the Indigenous People of Guam*

Initiated October 2017, updated November 2020

**Strategic Planning Document, Updated November 2020**  
*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

***Members***

Hope Alvarez Cristobal, Ge'hilo' -Liheslaturan Guåhan

Laura M. Torres Souder, - Bisa Ge'hilo' Ufisinan Maga'lahaen Guahán

Rosa Salas Palomo, Sikitaria - Ufisinan Maga'lahaen Guahán

Rufina Fejeran Mendiola, Membro - Dibision Fino' CHamoru yan Espesiát Prugråma, Dipåttamenton Idukasion

Jimmy Santos Teria, Membro- Dibision Fino' CHamoru yan Espesiát Prugråma, Dipåttamenton Idukasion

Robert A. Underwood, Membro - Unibetsedåt Guahán

Teresita Concepcion.Flores, Membro - Unibetsedåt Guahán

Melvin Won Pat-Borja, Membro - Dipåttamenton I Kaohao Guinahan CHamoru

Pale' Felixberto Leon Guerrero, OFM Cap. - Liheslaturan Guahán

***Tinanga'***

U chalåni, u su'on mo'na yan u hotkonuyi i lina'la' CHamoru; u ta atitutuyi kinahulo' tinaotao yan u petsigi i fino' CHamoru, i lina'la', yan i finaloffan i taotao tåno' Guahán

***Vision***

We lead nation-building efforts to ensure the continuity of our CHamoru peoplehood and nationhood by fostering the restoration and revitalization of our language, culture and history as Guahán's *taotao tåno'*.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 1</b> Create Administrative and Operational Structure. [ref: 88104 (b)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
1.1 Establish rules of conduct.	To adopt and implement rules that guide meetings and operations.	Develop and Publish Rules of Conduct.	Review and Update.	Review and Update.	Review and Update.
1.2 Propose organizational structure.	Establish Committees; Clarify relationship with affiliated entities, Identify community networks. Clarify roles and responsibilities of officers and staff; Develop SOPs.	Determine Committee Structure and Roles and Responsibilities of Officers and Staff.	Develop SOPs.	Examine and propose the best structure for meeting our mission most effectively. GIHA Structure proposed.	Laying infrastructure for mandate execution for Archives, Research and Place Names Database. Establish Networks. Identify collaborative and in-kind services with affiliates. Promote GIHA establishment.
1.3 Submit budget and Annual Report to Guam Legislature for approval annually.	Secure funding for all elements of the strategic plan.	Submitted FY 2018 budget of \$620,432: \$230,000 appropriated. Submit FY 2017 Annual Report.	Submitted FY 2019 budget of \$467,900. \$230,200 appropriated. Submit FY 2018 Annual Report.	Submitted FY 2020 budget. Submit FY 2019 Annual Report.	Submitted FY 2021 budget. Submit FY 2020 Annual Report – multimedia version through PBS Guam

## Strategic Planning Document, Updated November 2020

### *The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

1.4 Hire Administrative staff and procure contractual services.	Staff the Kumision to run operations and contract services as needed.	Develop PDs for staff positions and scope of work for consultants. Hire Unclassified CLC Specialist (Francine Naputi) and Secretary (Roland Blas)	Procure contractual services. Fill AA position – (Bonnie Tenorio for 4 months)	Hire Unclassified SPC – Erica Pangelinan, Fill position of Administrator of Kumision (Anna Marie Arceo) Procure contractual services.	Recruit and hire two new positions, SPC and CLC Specialist. Procure contractual services.
1.5 Secure central location for easy access and visibility.	Manifest priority and accessibility of Kumisión through visible presence in Hagåtña.		Sign MOU with Legislature for use of Garden House in Plasa de España complex as office of the Kumision. Secure training for use of historic site.	Extend MOU with Guam Legislature for five years through 2024. Secure contractor certified in Historic Preservation building maintenance. Formulate MOU with GACS for CHamoru Revitalization Center space.	Request for long-term MOU with Guam Legislature for Garden House. Formulate MOU with GACS for CHamoru Revitalization and Research Center and Lab spaces at Bldg. E, Tiyan. Explore Hagåtña site with Gov/Lt. Gov.
1.6 Establish procedures for providing services to public.	Inform public of available services and role of the Kumisión as prescribed by law.			Establish process for community interaction and conflict resolution process.	Expand Website and Social Media Platform capability to include interactive media platform for community input.
1.7 Establish Communication Process/Protocols	Insure transparent and timely	Adopt logo, set up communications Infrastructure.	Create Website, Letterhead,	Establish Website, Explore appropriate telecom possibilities	Expand Media Platforms,

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

	information to public.		Public Service announcements	for Garden House and Revitalization Center, Public Service announcements, Press Kit and press conference	Hold Public Forums, Public Service announcements. Signage and telecom programs, redesign website for more public access.
1.8 Establish Strategic Plan	Have a blueprint for moving forward.	Engage in Strategic Planning Process.	Publish Strategic Plan 2017-2020.	Publish Annual Report and updated Plan.	Publish Annual Report and updated Plan.
1.9 Amend enabling legislation to provide for Kumision’s autonomy and legal powers to acquire and dispose of assets, and to sanction violations.	To create a public autonomous agency that can fully execute its mission.			Explore the establishment of a separate non-appropriated fund (NAF) for the Kumision to receive and disburse monies from fees, gifts and external grants.	Submit proposed amendment language to Legislature for consideration to be included in budget bill. Seek 501 c 3 status for Kumision foundation Clarify status with Attorney General .
1.10 Procure funding from sources other than legislative appropriations.	To finance projects and services of the Kumision.	Identify funding sources such as GPT, GVB, grants, CAHA, HG, GEDA, ANA, NSF, et al	Identify grants, contract a grant writer/project coordinator to develop proposals.	Explore other government funding sources; Submit grant proposals for funding special projects.	Submit grant proposals for funding special projects - ANA for dual language school Humanities Guåhan, GEDA,

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

					Guam Preservation Trust and others
--	--	--	--	--	------------------------------------

<b>GOAL: 2</b> Continually study and update the orthographic rules of the CHamoru language and to provide notification to public and private institutions of updates to the CHamoru orthography. [ref: 88105 (a)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
2.1 Review, revise and regularly update the official, standardized CHamoru Orthography.	Promote the use of the CHamoru orthography to facilitate standardization in the teaching and learning of CHamoru.	Implement Guam’s mandated 1983 CHamoru Orthography and changes adopted by current Kumision.	Review, revise and publish the revised and updated Orthography for easy public access.	Review and update orthography, publish changes.	Review and update orthography, publish changes.
2.2 Conduct Workshops on CHamoru orthography.	Provide opportunities for various sectors of the community to learn how to use the orthography.		Plan and conduct government liaisons training.	Conduct training with government liaisons and CHamoru teachers August 2020 ; make training available on YouTube.	Conduct training periodically for NPOs, public and private sector, community groups. Create video series on Orthography.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 3</b> Consult with government leaders and others in the Commonwealth of the Northern Mariana Islands who are interested in standardization of the CHamoru language orthography and seek to recognize and establish agreement relevant to orthography, as well as existing regional differences. [ref: 88105 (b)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
3.1 Collaborate with CNMI Chamorro-Carolinian Language Policy Commission.	Foster a working relationship with the CNMI.		Initiate communication with CNMI Commission.	Continue communication and establish format for joint collaboration. Travel to CNMI as Kumision to collaborate with CNMI Commission in a joint summit.	Network with Language Policy Commission periodically on zoom.
3.2 Work toward establishing a unified Marianas CHamoru Orthography.	Facilitate the development of a standard orthography for the CHamoru language.	Identify pertinent resources that will inform a process for developing a unified Marianas CHamoru Orthography.	Attend and present Guam CHamoru Orthography at PIBBA, and relevant other venues.	Continue to pursue communication with CNMI Commission.	Sponsor a Joint Virtual CHamoru Summit.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 4</b> Advise public and private institutions, broadcast and written media – to include magazines and individuals - on issues related to the alignment of both spoken and written media, publications, signage and manuscripts with the grammatical and orthographic rules established by the Commission. [ref: 88105 ©]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
4.1 Establish a media network to assist in dissemination of information about Official CHamoru Orthography.	Partner with all forms of media outlets to disseminate information to the public.	Identify all media resources on Guam.	Invite members of the media to Orthography sessions. Conduct press conference on work of the Kumision.	Invite members of the media to Orthography sessions.	Develop PSAs on spelling of the word CHamoru. Schedule press conferences and a networking session with media.
4.2 Explore media options for utilization by the Kumision.	Maximize communication opportunities.	Collaborate with Hurao Academy on requirements for utilizing KADU FM.	Collaborate with broadcast and social media outlets.	Collaborate with broadcast and social media outlets.	Secure public access with Cable outlets – PBS and Legislative channel, YouTube, Facebook.



**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 5</b> Provide requisite updates to the CHamoru-English Dictionary. [ref: 88105 (d)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
5.1 Collect all available CHamoru Dictionaries and Grammar Documents as resources.	Create a repository for reference and research.	Obtain copies of all the existing dictionaries from MARC and other resources.		Have copies of all dictionaries available as reference at Kumision office.	Update Listan Palabra for print and for website access.
5.2 Update and Maintain the Official CHamoru-English Dictionary	Provide dictionary for public use and generate revenues for Kumision projects.		Establish MOU and procure vendor for supporting umeyakchamoru.com for online dictionary.	Support umeyakchamoru.com with online dictionary.	Support umeyakchamoru.com with online dictionary.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 6</b> Establish a CHamoru translation service for public and private entities and individuals, broadcast and written media, with an appropriate fee structure for such services. [ref: 88105 (e)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
6.1 Provide and/or facilitate CHamoru translation and oral/ written transcription or interpretation services.	Promote accuracy and alignment with CHamoru orthography.		Draft fee structure and process for securing translations or review of submitted materials by Kumision.	Examine AAA process for implementation.	Establish fees through Foundation as authorized by PL 35-99.
6.2 Certify private CHamoru translators, interpreters and transcribers.	Encourage and expand the cohort of translators that can serve the public and private sectors of our community.			Research standards for certification of translators.	Establish standards for translator certification; provide training; and certify CHamoru translators. Publish an online directory of certified translators, transcribers and interpreters.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 7</b> Develop standardized, culturally relevant curricula for mandated courses in Guam’s schools and institutions of higher learning related to Guam’s history, language and culture. [ref: 88105 (f)]					
<b>OBJECTIVES</b>	<b>DESIRED OUTCOMES</b>	<b>FY 2018 OUTPUTS/ DELIVERABLES</b>	<b>FY 2019 OUTPUTS/ DELIVERABLES</b>	<b>FY 2020 OUTPUTS/ DELIVERABLES</b>	<b>FY 2021 OUTPUTS/ DELIVERABLES</b>
7.1 Assist, foster and facilitate the development of standardized curriculum in collaboration with educational institutions.	To have a coherent CHamoru language, culture and Guam history curriculum from K-16.	Review PL 31-45 and develop recommendations.	Make recommendations to the Guam Education Board on implementation strategy for PL31-45. Develop Pictionary.	Support and guide GDOE and Hurao in developing curriculum content for full CHamoru Immersion instruction from pre-K>5; refresher for CHamoru teachers	Syllabary Project; support UOG Inachá’igen; History and Culture Vignettes with Guam PBS Project; collaborate with GDOE on updating content standards and assessments
7.2 Review applicable teaching certification and program requirements.	To foster collaboration and communication among stakeholders.	Review PL 31-50 and develop recommendations.		Support GDOE’s efforts to make certification requirements for CHamoru teachers more rigorous.	Initiate and facilitate collaboration between GDOE/CHSSP, GCEC, SOE and CLASS at UOG to address teaching certification concerns

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 8</b> Conduct research, publish, and produce multimedia and print materials relating to the CHamoru language, history and culture. [ref: 88105 (f)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
8.1 Create a CHamoru Archive	To collect and protect all materials written, sung, performed, recited and produced in any media format in CHamoru for perpetuity, research and public access.		Begin collection, compilation and cataloging of materials for Archives.	Establish Language Documentation Plan and acquire equipment for recording lab.	Hire staff, establish lab and procure technical platform.
8.2 Conduct a survey of all materials available on CHamoru language, history, & culture.	To identify all print and other media resources available in the CHamoru language.				Produce Directory of Resources
8.3 Develop a research program.	Foster the development of a research focusing on CHamoru language, history and culture.				Establish Research Agenda and identify Resource Experts, Mañaina and Scholars.; Spearhead a Conference on CHamoru Language, Culture and History.
8.4 Develop a publications program.	Foster the development of publications and		Publish a children’s CHamoru Pictionary.	Establish a Publications Agenda.	Continue to fund projects.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

	multimedia products focusing on CHamoru language, history and culture.			Secure funding for projects.	
8.5 Support efforts to preserve, restore and maintain historic and cultural sites, sacred places and traditional place names.	Advocate for preservation of sacred places and cultural sites.			Serve as Subcommittees on Indigenous Tangible and Intangible Properties of Guam Trademarks Commission	Continue work with Trademarks Commission, Review existing policies, laws, procedures impacting CHamoru resources and make recommendations to Trademarks Commission.

**GOAL: 9** Coordinate with the Department of Education, charter schools and other educational institutions, including private schools and businesses on Guam to ensure the appropriate use of the adopted standardized CHamoru orthography and grammar. [ref: 88105 (h)]

OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
9.1 Establish a language liaison program with all public and private educational institutions organizations	All educational institutions are well informed about the latest orthography and its application.		Work with affiliated institutions DCA, UOG, GDOE to ensure use of Orthography.	Meet with entities to develop a system of collaboration.	Continue collaboration with educational institutions on Guam.

**GOAL: 10** Provide training to promote increased understanding of the CHamoru heritage. [ref: 88105 (i)]

OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

10.1 Identify training needs.	Respond to training needs of different sectors of the community.			Review feedback from orientation sessions to determine training agenda.	Conduct a needs assessment with the community via focus groups etc.
10.2 Provide CHamoru heritage training.	Increase the public's understanding of CHamoru heritage.			Produce multimedia products that promote pa'a' - deeper knowledge and understanding - of lina'la' CHamoru.	Expand multimedia products that promote pa'a' - deeper knowledge and understanding - of lina'la' CHamoru.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 11</b> Function as a clearinghouse to provide advice for accurate representations and interpretations of CHamoru language, history and culture. [ref: 88105 (j)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
11.1 Establish clearinghouse guidelines for authenticated representations of anything CHamoru.	Clearly define clearinghouse responsibilities of the Kumision and rationale for guidelines.		Review current authenticity procedures from DCA.	Develop Clearinghouse guidelines.	Publish Clearinghouse guidelines

<b>GOAL: 12</b> Work with the Bureau of Statistics and Plans to plan and conduct a survey, which may seek to determine the existing number of CHamoru speakers, and/or the existing number of children learning CHamoru and the occurrences of intergenerational transmission which may be used to direct CHamoru revitalization programs efforts. [ref:88105 (k)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
12.1 Design Survey instrument.	To ascertain the number of and proficiencies of CHamoru language speakers on Guam.			Review existing Guam CHamoru language surveys and develop survey protocol.	Conduct survey/studies and analyze results. Based on findings, develop a Language Revitalization Plan.
12.2 Foster and Support CHamoru revitalization programs efforts.	Align CHamoru revitalization programs efforts.		.	.	Identify, support and increase number of families that utilize CHamoru language intergenerationally.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 13</b> Serve as the Guam Place Name Commission to develop, implement, and advise interested parties on a coherent, culturally sound and historically accurate set of criteria for selecting place names. [ref: 88105 (1)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
13.1 Develop criteria for selecting culturally sound and historically accurate place names.	One set of criteria to guide the process of place naming.			Explore status of Place Names Commission and conduct study of resources available.	Research, develop and publish criteria.
13.2 Collaborate with Village Majors on naming of streets and schools to align with CHamoru place naming criteria.	Active engagement with Village Mayors on place naming.			Establish a formal relationship with the Mayors Council to facilitate collaboration.	Continue to collaborate with Mayor’s Council Assess needs of each village.
13.3 Collaborate with public agencies having responsibility for land (DPW, DLM, CLTC, BSP, etc... )	Active engagement with Government of Guam agencies in regard to place naming.			Meet with entities to establish ongoing relationship and coordination.	Continue collaboration with gov’t entities.
13.4 Create Data-base of Traditional Place Names.	Link with BSP and pertinent entities, enhance Data-base.			Obtain Database from DCA.	Update place names in Database, make accessible to public.
13.5 Collaborate with U.S. Federal Agencies for place	Updated maps that include			Request Legislature to appoint the Kumision as the	Once authorized, contact Federal



**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

names and mapping. (USGS, USNPS, and GPSS, et al)	CHamoru place names.			official entity to represent Guam at the US Geographic Names Board	Agencies and establish regular relationships.
---	----------------------	--	--	--	---

<b>GOAL: 14</b> Study ancient CHamoru terminology and pronunciation of place names and restore aforementioned pronunciation with the current CHamoru orthography. [ref:88105 (m)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
14.1 Enliven old and lost CHamoru nomenclature and terminology.	Revive and restore historical forms of CHamoru language.			Research terms. Incorporate terms into Listan Palabra and other resources.	Research terms. Incorporate terms into Listan Palabra and other resources.

**Strategic Planning Document, Updated November 2020**

*The Commission on CHamoru Language and the Teaching of the History and Culture of the Indigenous People of Guam*

<b>GOAL: 15</b> Perform general reviews and evaluations as imposed by the Government of Guam. [ref: 88105 (n)]					
OBJECTIVES	DESIRED OUTCOMES	FY 2018 OUTPUTS/ DELIVERABLES	FY 2019 OUTPUTS/ DELIVERABLES	FY 2020 OUTPUTS/ DELIVERABLES	FY 2021 OUTPUTS/ DELIVERABLES
15.1 Fulfill Government of Guam requests for general reviews and evaluations as needed.	To comply with Government of Guam requirements.	Ongoing as needed.	Ongoing as needed.	Ongoing as needed.	Ongoing as needed.