



LOURDES A. LEON GUERRERO  
GOVERNOR

JOSHUA F. TENORIO  
LIEUTENANT GOVERNOR

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DEPARTMENT OF CORRECTIONS  
DEPARTAMENTON MANGNGURIHI  
GOVERNMENT OF GUAM

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P.O. Box 3236 HAGATNA, GUAM 96932  
#1 MASHBURN LANE DAIRY ROAD, MANGILAO, GUAM 96913  
TELEPHONE NO.: (671)735-5170/5176  
FAX NO.: (671)734-4051  
WEBSITE: [WWW.DOC.GUAM.GOV](http://WWW.DOC.GUAM.GOV)



SAMANTHA J. BRENNAN  
ACTING DIRECTOR

JOE CARBULLIDO  
DEPUTY DIRECTOR

Hafa Adai

We the concerned Managers and employees of the Department of Corrections are hereby writing this letter to bring to light the current atmosphere of the Department of Corrections with our new **Leadership**. Namely our Director, Samantha J. Brennan who has been in charge since January 4, 2019 and has created a very hostile environment within our facility as well as the appointed Deputy Director Joe Carbullido.

Since January 4<sup>th</sup> 2019 the Leadership then was Director Samantha Brennan and Deputy Director Joey Terlaje. They both requested from the employees to give them a chance to better the Department. Within two weeks the leadership began to feud amongst themselves. If the Director was on duty the Deputy Director was not on duty.

The Director would give orders and the Deputy Director would not follow through. In the eyes of the subordinates seeing the top leaders not getting along affected the professionalism and productivity of the daily operations. Forcing the subordinates to follow suit and act the same way.

Our Department ranking structure is as follows; Director, Deputy Director, Warden, 2 Majors, 2 Lieutenants which are referred to as the **Command staff**. And of course us the subordinates Correction Officers I, II and III.

The reasons behind this hostility, is Director Brennan has erected a wall and has forced the personnel to choose sides. Her side or the wardens side. It is very clear that she has no trust to any of the employees of this Department other than a certain few which are advising her. She has empowered the Administrative Services Officer (civilian employee) ASO Ms Ovita Nauta to make decisions in her absence. Ms Nauta recently plead guilty to a case while she was employed at the Guam Police Department pertaining to the mishandling of funds. Ms Nauta is again handling Departmental funds and budget. Any and all supervisors on duty must report to Ms Nauta prior to leaving the facility in the absence of the Director or Deputy Director. Ms Nauta is the Mali of Director Brennan. Director Brennan has completely



removed all decision making from the Warden who is the highest ranking officer of this Department, to include all command staff. We as employees attempt to seek assistance from the Command staff but they must seek approval from the Director prior to any decision making.

We, the overwhelming subordinates of this Department seek guidance and assistance from our higher ranking Officers Warden, Majors, Lieutenants etc. We are forced to seek approval from the Director for anything we need in this Department. Such as days off, work orders (maintenance, repairs etc). The warden is not able to change personnel around from different shifts to meet their personal issues or operational demands nor is he allowed to change anyone's days off. Which is very clear on the duty rosters cover memo stating no changes will be made without the approval of the Directors office. This is very unfortunate, because the Warden is well aware of everyone's needs. The Warden is the person that controls this facility being a seasoned veteran of 34 years in the field of Corrections and has earned the respect of the Officers as well as the Inmates. To prove that the escapees reached out to him to be apprehended in fear of being shot at by the SWAT team of the Guam Police Department, this is very common and has happened in the past (escapees reaching out to us).

Officers have been placed on administrative leave pending investigations without being served any notice of investigation and placed back on duty without being served any letter of clearances which is the policies and procedures of any administrative investigation.

Director Brennan has implemented numerous changes to satisfy the Legislature, however it is causing more harm than improvement. Officers are working 24 hour plus shifts most of the time alone. Director Brennan's main concern is controlling overtime. Therefore in doing so she has caused a already short staffed Department to operate as a skeleton crew leaving one officer per post with more than fifty Inmates in that housing unit.

And by doing so the officers assigned to the housing unit is forced to fend for themselves and do things just to survive. Retention rate of the Officers in this Department is at all time low. Currently a total of (39) officers have resigned, retired or have transferred to other agencies since Director Brennan took over.

The leadership has brought in people from the National Guard to tour the facility for any improvements as well as to be able to respond to any situation that should



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arise within the facility. By the time the National Guard arrives someone will be killed or seriously hurt.

The current leadership has focused mainly on, their own desires and not the needs of the Department. Meaning we will do as they say. The environment of the Department of Corrections is already a hostile environment dealing with prisoners on a daily basis as well as the shortage of personnel with the uncertainty of not being relieved.

Leadership has expressed the implication of the Wardens negligence by endangering the Officers by picking the escapees up. Leadership does not consider the fact that one officer on duty with more than fifty Inmates exceeding 18hrs shift is more of a danger than picking up escapees willing to surrender to seasoned officers to include the Warden himself.

Currently the Department is on a four day on three day off 12 hours work schedule. Command staff has requested over and over again that we need to be placed on a five day on two day off schedule so that more officers will be on duty to meet the daily operational demands. Again the Directors concern is reduction of overtime. On the day of the escape the Director ordered the command staff to come up with a new schedule which is five days on and two days off. The schedule was submitted and the newly appointed Deputy Director requested for justification. It is apparent that there is no communication with the Director and Deputy Director once again. Leaving us subordinates baffled, and confused as to what we should or can do next.

Director Brennan has gone on a training trip and diverted to Las Vegas Nevada to attend a softball tournament meeting three of her favorable employees along with her husband who is the coach of the team, while denying others to go on leave. Director Brennan has placed Officers on Administrative leave without serving a notice of investigation which is the procedure in any administrative case concerning violations of the rules and regulations.



Director Brennan does not allow the Officers of the Department to act in their capacity based on rank and or positions. Director Brennan has caused this Department to fall apart and treats the employees as if they are not competent to do their jobs. Director Brennan lacks trust in us.

It is evident that her management has caused major incidents in this Department. Three Officers on three different occasions were assaulted. Two inmates escaped from the halfway house with only one officer on duty at the time. All within a four month span. Director Brennan's main concern is reduction of overtime to satisfy the front office meanwhile endangering us the front line officers.

Brennan blames the Warden for these incidents however it clear on documentation that nothing will be changed on the duty roster without her approval.

Director Brennan is trying to implement ways of operations as it is done at the Superior court of Guam. This is the Department of Corrections we are dealing with Prisoners in their houses so to speak. Not Probationers or Defendants that are trying to prove that they are capable of surviving out in the public. We are dealing with Prisoners who will be living here for the rest of their lives.

This letter we are submitting will hopefully bring light to the current situation of this Department. Officers who have been doing supervisory duties have been revoked from their positions which were detailed since the previous administration. Director Brennan refuses to compensate them stating it is not her responsibility.

We have gotten information of a climate survey that was to be conducted however the Warden was the only one interviewed. Numerous subordinates attempted to contact the individuals who conducted the climate survey to express our concerns at a subordinate level to no avail.

What is alarming to us all is that Senator Telena Nelson toured the halfway house because of the recent escape, and the Hagatna Detention facility HUB to address the erroneous releases that took place. Senator Nelson was not permitted to enter the briefing room during shift change to see that only seven officers reported for duty for that particular shift. Director Brennan is painting a picture to the legislature as if the Department is running fine.

The following day Senator Nelson introduces a bill to make the Warden Position a unclassified position to be appointed by the Director of Corrections and Confirmed by the legislature. We the subordinates find that to be a very big mistake.



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In order for someone to be a warden he must have first hand experience working on the front line and gain the respect from staff members and most especially Inmates. Having an appointed warden will be detrimental to the Department and may cause an uprising within the facility. We pray each and every day that none of our brothers and sisters in green will get killed or seriously injured. Again already three officers were assaulted on three different occasions.

Senator Nelson again attacked the Warden stating he has too much power because he is able to promote and demote Inmates to be housed in the halfway house. Mind you the Warden is the Prison Security Administrator. That has been the policy for years. Senator Nelson expressed that she is confident that Director Brennan will fix the issues. It is very clear that Senator Nelson is giving full support to Director Brennan who has been here for eleven months. And not listening to those who have been in this Department for twenty plus years. Already six more officers have expressed their desire to seek employment elsewhere.

We have exhausted all means of attempts to correct these issues we are dealing with on a daily basis.

Our clinical psychologists has spoken to a few of us and advised us on how to cope with this environment created by Director Brennan.

Every decision Director Brennan has made thus far has been contrary to good leadership, contrary to security and safety, contrary to good morale, contrary to employee unity and most importantly contrary to logic. Her actions are a direct reflection of her psychological evaluation.

We are submitting this letter in confidentiality due to fearing retaliation from Director Brennan. The Psychological evaluation that was leaked is 100% true and correct which proves that she is not capable of running this critical Department.



We are begging of you to please address this issue and allow us to do our jobs as we have been doing for all these years. We have driven this vehicle for so long, we may have hit pot holes but we never crashed the vehicle.

Being seasoned and new officers that work on the front line on a daily basis we are bracing ourselves for something really tragic to happen. Having one officer on duty with 50 plus inmates could result in catastrophic events at any given time. All we can do at this point is pray that no Officer or Inmate gets killed or seriously injured because of the way this Director is running this already crippled Department.

Sincerely the Employees of the Department of Corrections.

Again we are refusing to sign and put our names out because we fear retaliation and repercussion from our leadership should we expose ourselves

Sincerely from the CORE OF THE DEPARTMENT OF CORRECTIONS