

BOARD OF DIRECTORS

Dorothy P. Harris, Chairperson

Conchita S.N. Taitano, Vice Chairperson

Fe R. Valencia-Ovalles, Board Secretary



Resolution No. 2024-02

RELATIVE TO ADOPTING THE “2024 LOOK AHEAD” PLAN: A RESOLUTION FOR SUSTAINABILITY, SECURITY, AND STRATEGIC GROWTH AT THE PORT AUTHORITY OF GUAM.

BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PORT AUTHORITY OF GUAM:

WHEREAS, the Port Authority of Guam is integral to the economic and national security interests of Guam and the broader Indo-Pacific region, necessitating a forward-looking and strategic approach to address current and future challenges; and

WHEREAS, the “2024 Look Ahead” document underscores the development of a Medical Complex, Integrated Healthcare System for Guam and the region, as part of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio’s initiative to enhance healthcare infrastructure in line with the One Guam approach, emphasizing the importance of modernizing the public hospital’s infrastructure, related medical services, and incorporating a veterans’ facility as a priority concern; and

WHEREAS, the ongoing military buildup and the imperative for substantial federal investment highlight the need for a strategic framework that aligns with the One Guam approach, focusing on national security, skilled labor development, and robust civilian infrastructure as core priorities; and

WHEREAS, the comprehensive strategic framework prioritizes the enhancement of port infrastructure, operational efficiency, and the professional development of all Port employees; and

WHEREAS, environmental sustainability is a cornerstone of the “2024 Look Ahead” plan, emphasizing initiatives such as the Port Sustainability Plan to minimize the ecological footprint, manage waste effectively, and pursue funding opportunities for sustainable operations, in alignment with the overarching goals of reducing carbon emissions and enhancing energy efficiency; and

WHEREAS, key initiatives outlined in the Port Authority’s 2023 Master Plan, including the replacement of Ship-to-Shore (STS) Cranes, Fuel Piers, and Wharf, alongside significant IT improvements, are critical for supporting the military buildup and ensuring the Port’s operational excellence; and

WHEREAS, the empowerment and well-being of all Port employees are central to the Port’s operational efficiency, advocating for professional development, safety, and fair labor practices in alignment with the Collective Bargaining Agreement; and

WHEREAS, financial stability, accountability, and transparency are underscored as vital principles guiding the Port’s operations, ensuring integrity, trust, and responsible governance; and

WHEREAS, ongoing collaboration with Customs for cargo inspection and the monitoring of boat operators at Marinas is essential for maintaining high levels of safety and efficiency in cargo processing, thereby enhancing security and facilitating trade; and

WHEREAS, the focus on customer service digitization and community engagement through the Port Community Portal aims to strengthen relationships with port users and stakeholders, improving service delivery and promoting operational transparency; now therefore, be it

RESOLVED, that the Board of Directors of the Port Authority of Guam hereby adopts the “2024 Look Ahead” plan as the guiding framework for the Authority’s strategic direction, operational priorities, and key initiatives for 2024 and beyond, reflecting a comprehensive commitment to national security, infrastructure enhancement, environmental sustainability, healthcare improvement, and the professional growth of its workforce; and be it further

RESOLVED, that this Board hereby memorializes its unwavering commitment to the principles of sustainability, resilience, and environmental stewardship, recognizing these as foundational pillars in the “2024 Look Ahead” plan. We commit to implementing sustainable practices, pursuing green initiatives, and engaging in actions that protect and enhance our environment for future generations. This commitment is reflective of our dedication to the well-being of our community, the preservation of our natural resources, and the promotion of a sustainable economic future for the Port of Guam and its surrounding region; and be it further

RESOLVED, that the Board directs the General Manager and all relevant departments and personnel to diligently implement the strategies, initiatives, and projects outlined in the “2024 Look Ahead” plan, ensuring that the Port Authority of Guam continues to be a pivotal contributor to our island’s prosperity, security, and sustainability; and be it further

RESOLVED, that the Chairperson certify, and the Secretary attest to, the adoption hereof, and that copies of the same be transmitted to Governor Lou Leon Guerrero; Lt. Governor Joshua Tenorio; Speaker Therese Terlaje; Port’s Legislative Oversight Chairperson Senator Amanda Shelton; and the 37th Guam Legislature.

PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF DIRECTORS THIS 25th DAY OF APRIL, 2024.


DOROTHY P. HARRIS
CHAIRPERSON, BOARD OF DIRECTORS
PORT AUTHORITY OF GUAM


FE R. VALENCIA-OVALLES
SECRETARY, BOARD OF DIRECTORS
PORT AUTHORITY OF GUAM



PORT AUTHORITY OF GUAM

A Look Ahead at 2024



LOOK AHEAD

2024

The Port Authority of Guam's 2024 Look Ahead is our guiding roadmap. While we have kept pace with current demands, we continue to face significant challenges, particularly due to the ongoing military buildup that requires substantial federal investment. This document will be our essential tool in maintaining a focused approach to overcoming challenges.

THE STRATEGIC FRAMEWORK

Aligning with Governor Lourdes A. Leon Guerrero and Lt. Governor Joshua F. Tenorio's Strategic Framework presented in a One Guam approach to the military buildup that requires substantial federal investment, this framework prioritizes Guam's key concerns with a focus on National Security.



KEY ELEMENTS

- The Department of Defense (DOD) commits to a strategic One Guam framework for a mutually beneficial outcome from the buildup.
- Advocate for increased defense spending outside the military fence to support civilian infrastructure, aligning with military objectives and benefiting both Guam and the Indo-Pacific region.
- Prioritize healthcare, infrastructure, and skilled labor, in line with national security interests and the military's Indo-Pacific Strategy and Pacific Deterrence Initiatives.
- Implement a One Guam approach to the Guam Buildup, including comprehensive healthcare, streamlined veteran's services, a skilled workforce (with H2B visa waiver program), robust infrastructure, defense access roads, and military spending outside the fence to enhance national security.

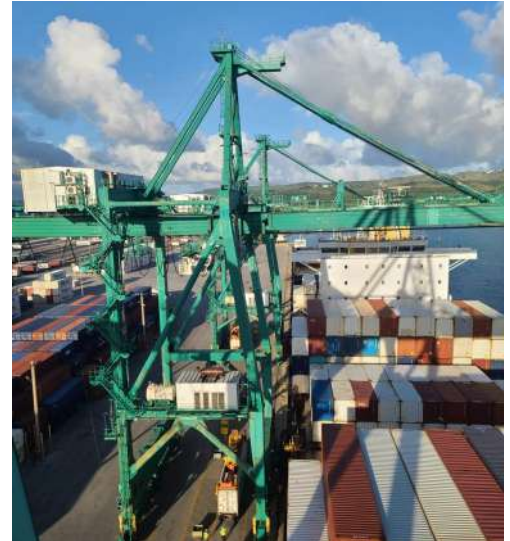
Port enhancements are among the Governor and Lt. Governor's following priority concerns (see *Efficient Transportation of Goods and Services*):

- Medical Complex, Integrated Healthcare System for Guam and Region: Ensuring healthcare facilities in Guam are equipped to provide excellent care, including modernizing the public hospital's infrastructure and related medical services and incorporating a veterans' facility.
- Efficient Transportation of Goods and Services: Advocating for federal support to enhance the efficiency and reliability of supply chain transportation and logistics networks in Guam, vital for a thriving economy.
- Road Infrastructure: Securing funding and technical expertise to improve road safety and connectivity, essential for residents' daily lives and strategic operations in Guam.
- Utilities, Telecommunications, and Cybersecurity: Focusing on reliable access to essential services and working to strengthen telecommunications and cybersecurity infrastructure, with an emphasis on facilitating necessary federal assistance.

Port's 2023 Master Plan

Priority Initiatives

- **STS Crane Replacement:** The three operational Ship-to-Shore (STS) Gantry Cranes have reached the end of their 40-year lifespan (with a mid-life refit) and require immediate replacement. This is crucial to support the military buildup and ensure continued commercial and military usage.
- **Fuel Pier Replacement:** The Port currently operates two vital fuel piers, Golf Pier and F1 Pier, which serve as the primary fuel source for Guam residents, Guam Power Authority (GPA), and a secondary source for the military. Due to their critical condition, these facilities need urgent replacement to prevent costly and disruptive service interruptions.



- **Hotel Wharf and Access Roadway Rehabilitation and Upgrade:** This project involves the reconstruction and expansion of a wharf constructed in 1948, including a new sheet pile bulkhead retaining wall, along with upgrades to the existing access roadway leading to the wharf. The project also encompasses the demolition of surface facilities and the construction of additional structural components.



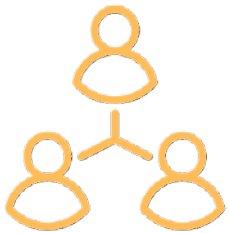
- **Wharf Replacement:** The Port's operations at Berths F2 through F6 handle containers, general cargo, and bulk cargo. These berths, dating back to the 1960s, have exceeded their useful life, making them susceptible to earthquake damage. Continuing to operate them necessitates costly service life extensions. To ensure future resiliency, it is imperative to harden these facilities by replacing deteriorated structural elements and upgrading the overall structures.
- **Area A Fuel Storage Facility Rehabilitation/Upgrade:** This initiative involves the replacement of above-ground fuel storage tanks and related infrastructure. It aims to create an ideal secondary/alternate fuel depot to support the anticipated fuel capacity requirements of DOD in the Indo-Pacific Theater.
- **IT Improvements:** This includes upgrading the Terminal Operating System (TOS), developing IT Infrastructure, and creating Cyber Security roadmaps to enhance the Port's efficiency and security. These improvements will facilitate better collaboration with DOD and port users.
- **Port Buildings Demolition & Replacement:** The plan involves demolishing buildings from the 1960s that have exceeded their useful life. Replacement structures will be developed to accommodate current and future functions.

Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio have emphasized the importance of upgrading the Port for national security reasons. These upgrades align with the goals in their strategic framework and are in step with the U.S. Indo-Pacific Strategy and Pacific Deterrence Initiatives. This plan highlights Guam's vital role in the Indo-Pacific region and the need for updated infrastructure to support both our commercial and defense activities. These improvements, including the Port upgrades and projects like the proposed integrated medical complex in Guam, are all being planned with national security as a key consideration.



Given the Port's crucial role, it is imperative that federal spending aligns with and supports the key issues identified in the Governor and Lt. Governor's Strategic Framework presented in a One Guam approach to the military buildup.

2024 ROADMAP



Port Strong: Empowering ALL Port Employees with Succession Planning for Success, Resilience, and Operational Efficiency

Our top priority is the well-being, professional development, and operational efficiency of every Port employee, whether they are working on the dockside or in administrative roles. We are committed to fostering equal opportunities for skill development and career growth, with a focus on promoting from within whenever possible. Ensuring the safety of our



team is paramount. To achieve this, we maintain a proactive stance, regularly updating our safety protocols, keeping staff certifications up to date, and continuously pursuing training and development opportunities, including in areas of emergency preparedness and response.



As part of our ongoing efforts to maintain operational efficiency, we remain committed to optimizing personnel scheduling in strict accordance with the Collective Bargaining Agreement, the Port's Personnel Rules and Regulations, and all applicable laws. This commitment includes ensuring equitable scheduling for our employees, balancing both regular time off and necessary overtime work. Our focus is on providing fair opportunities for everyone to have days off and to earn overtime, ensuring a just and balanced work environment for all. Additionally, we are focused on implementing effective succession planning at all levels within the organization, to ensure a resilient and sustainable future for the Port.



Sustained Financial Stability and Accountability

Our commitment to long-term success and resilience is realized through meticulous strategic decision-making, characterized by collaboration, consensus-building, and a bottom-up approach whenever possible. We continuously seek ways to secure the financial stability of the Port. This commitment extends to maintaining a strong dedication to transparency and accountability in all operational and financial transactions.

By seamlessly integrating transparent practices and accountability into our strategic decision-making and financial management, we uphold the highest standards of integrity and foster trust with stakeholders. This trust forms the foundation of our sustainable growth and the support we receive from the community. It also plays a key role in maintaining our low-risk auditee status, which we have proudly earned since 2019.

As we move forward, our unwavering commitment to strategic decision-making, financial stability, transparency, and accountability remains steadfast, ensuring a positive future for both the Port as well as the local and regional communities we serve.



Continued Partnership in Upholding Customs Cargo Inspection at the Port of Guam and Monitoring of Boat Operators at Marinas

We remain dedicated to our ongoing collaboration with Customs in supporting their essential mandate for cargo inspection at the Port Authority of Guam and monitoring of all boat operators at the Marinas. This partnership ensures the thorough and efficient inspection of cargo, fully compliant with all relevant regulations and security protocols.

By working together seamlessly, we facilitate the smooth flow of goods while upholding the highest standards of safety and security. This collaborative effort not only benefits the Port by ensuring timely cargo processing but also plays a crucial role in preventing the entry of illegal drugs, invasive species, and other contraband into our borders. This commitment significantly contributes to the overall well-being and prosperity of Guam.

Our continued dedication to this partnership underscores our shared responsibility for the safety and security of our island communities and the efficient operation of trade in our region. Together, we wholeheartedly support Customs in their vital role in safeguarding our island and its interests.





Port Users Group, Customer Service, Digitization, and Community Engagement: Enhancing Relationships and Service through the Port Community Portal

Our commitment goes beyond infrastructure upgrades; we prioritize addressing the concerns of the Port Users Group whenever practicable, pride ourselves in excellence in customer service, and community engagement. We strive to foster strong relationships with shipping companies, its shipping



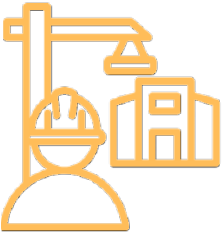
agents, the Port Users Group, and various stakeholders, recognizing their pivotal role in keeping what it takes to keeping the supply chain moving in and out of Guam and our region.

To further strengthen these relationships and enhance service delivery, we are embarking on a digitization journey that includes the development of a Port Community Portal. This digital platform will serve as a central hub for communication and collaboration, providing our partners with real-time access to information, data, and resources related to Port activities.



Our focus on improving customer service ensures that we efficiently and effectively meet the needs of our partners through digital channels and streamlined processes. This emphasis on building strong partnerships, coupled with the power of digitization, contributes to the sustainable growth of the Port, fostering a positive impact on the local and regional economy. Furthermore, our dedication to community engagement underscores our commitment as responsible corporate citizens. We work collaboratively with our neighbors and stakeholders through the Port Community Portal to address concerns, promote transparency, and ensure that our operations benefit both our local and regional communities.





Outlook on 2024 Federal Spending for Port Infrastructure and Container Yard Equipment

The Port's 2024 budget outlines several key federal grant projects and yard equipment purchases, totaling \$40.2 million in the Capital Improvement Program (CIP). These investments include:

1. F1 to Golf Pier Fuel Connectivity
2. DERA Tractor Replacement
3. MARAD AMHP Acquisition of Specialized Container Yard Equipment
4. PSGP Acquisition of Transportation Worker Identification Credentialing (TWIC) System
5. PSGP Acquisition of Vessel Tracking/Radar Intrusion System
6. PSGP Acquisition of Two Unmanned Aerial Vehicles
7. Wharves Service Life Extension from F1 to F6
8. Welding Shop Repairs and Upgrades

These strategic allocations aim to enhance port infrastructure and yard capabilities while ensuring compliance with the latest security and operational standards.





Embracing Sustainability: Pursuing USEPA Inflation Reduction ACT Funding and Other Grant Funding Opportunities to Transform Port Operations

The Port Sustainability Plan, slated to begin in the first quarter of 2024, places a strong emphasis on environmental sustainability and responsibility as its core objectives. It clearly solidifies the Leon Guerrero/Tenorio's, in conjunction with the First Gentlemen's Zero Waste Task Force, unwavering commitment to minimizing its ecological footprint, mitigating environmental impacts, and championing responsible practices throughout its operations. This comprehensive plan encompasses a wide array of strategies designed to enhance energy efficiency, reduce emissions, manage waste effectively, and preserve natural resources.

Through the implementation of these environmentally sustainable initiatives, the Port not only ensures the protection of the environment, but also actively contributes to the well-being of the community while working towards a more sustainable future for all stakeholders.



To further these goals, the Port has successfully secured a grant from OLCC, enabling the commissioning of a Port Sustainability and Resiliency Study. This collaborative effort, spearheaded by the Port's owner agent WSP, together with its subconsultant, Jacobs Engineering Group Inc., encompasses various critical analyses. These analyses are aimed at crafting a comprehensive plan for the Port Authority of Guam (PAG) that seamlessly aligns with Guam's broader sustainability initiatives.



The study encompasses several pivotal tasks, including:

- **Zero Emissions:** This task entails a thorough review of Guam's Zero Emissions Strategy, the identification of the Port's current emission reduction initiatives, and



The Guam Green Growth Action Framework

is focused on five categories of action and organized into five working groups.

Explore by clicking on each working group:



Healthy and Prosperous Communities



Educated, Capable and Compassionate Island



Sustainable Homes, Utilities and Transportation



Thriving Natural Resources



Sustainable Alliances

the quantification of future climate change requirements that may impact Port improvements. Additionally, it establishes a baseline estimate of the Port's greenhouse gas emissions.

- **Zero Waste:** This aspect centers on a comprehensive review of Guam's Zero Waste Master Plan. It identifies Port-related initiatives, such as Recycling Enterprise Zones, and explores potential waste streams that could be effectively managed at the Port. The task also involves research into best practices for waste management and collaborative brainstorming with PAG experts to devise zero waste initiatives.
- **Property Identification:** The identification of properties owned by PAG that are suitable for hosting Zero Waste Facilities, along with the identification of additional property requirements for future waste management initiatives.
- **Strategy Development:** This task focuses on formulating a strategy for implementing Zero Waste improvements under the leadership of PAG. It includes the development of a conceptual framework for a Recycling Enterprise Zone, drawing from the success of similar initiatives elsewhere. The strategy encompasses various elements, such as securing and developing properties for a Recycling Enterprise Zone, creating a commercial lease agreement, piloting zero-waste initiatives, and exploring the feasibility of collecting advanced disposal fees for targeted priority products.

Upon the completion of both the Zero Emissions and Zero Waste plans, these studies will be seamlessly integrated into a single, comprehensive Port Sustainability and Resiliency Plan Report. This significant undertaking underscores the Port's steadfast commitment to reducing carbon emissions, embracing sustainable practices, and actively participating in the preservation of Guam's environment and marine ecosystem.

Moreover, by undertaking these studies and engaging in sustainability initiatives, the Port not only showcases its dedication to environmental stewardship, but also enhances its qualifications for funding from the USEPA Inflation Reduction Act (IRA) and other grant programs. These activities are crucial in accessing funds that will modernize Port operations and align them with the goals of the USEPA IRA grant program.



OUR COMMITMENT

As we look towards 2024, the Port Authority of Guam stands at a pivotal juncture, poised to embrace the challenges and opportunities that lie ahead. Our comprehensive strategic plan, in alignment with the vision of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio, is designed to enhance our capabilities and address key concerns in national security, infrastructure, healthcare, and environmental sustainability.

We acknowledge the substantial efforts and dedication of every team member, whose resilience and commitment have been instrumental in overcoming past challenges and setting the stage for future success. Moving forward, we remain focused on maintaining operational efficiency, fostering professional development, and ensuring the safety and well-being of all employees.

Our unwavering commitment to collaboration, financial stability, accountability, and transparency will continue to guide our actions. This dedication is crucial in ensuring that the Port Authority of Guam continues to fulfill and exceed the expectations of our local and regional communities, employees, port users, and all stakeholders.

Si Yu'os Ma'åse for your unwavering support and dedication to our shared goals and vision. Together, we are Port Strong ready to navigate the future with confidence and determination.



RORY J. RESPICIO
General Manager





ERIKKA LLORENTE/PDN

Acting Gov. Joshua Tenorio, third from left, joins senators and other dignitaries in recognizing Port Authority of Guam retirees, including Frankie R.J Cruz, fourth from left, who was a port transportation supervisor for 35 years, during the celebration of the 48th anniversary of the Jose D. Leon Guerrero Commercial Port of Guam on Oct. 16, 2023.

Port celebrates 48 years

Pacific Daily News

A crowd gathered to join the management and staff of the Jose D. Leon Guerrero Commercial Port of Guam in marking the institution's 48th anniversary on Oct. 16 at the port.

A parade of trucks and a Port Week opening ceremony kicked off the celebration organized by the Port Authority of Guam.

The port also put on display some of its new equipment.

The port was established on Oct. 31, 1975 as a public corporation and autonomous instrumentality, naming it the Port Authority of Guam. On its 48th year, it has a total of 382 employees.



ERIKKA LLORENTE/PDN

The Jose D. Leon Guerrero Commercial Port of Guam front gate on Oct. 16, 2023.



ERIKKA LLORENTE/PDN

Acting Gov. Joshua Tenorio joins the Guam Police Department and other dignitaries and guests during the "Stand Ye Guamanians" anthem at the celebration of the 48th anniversary of the Jose D. Leon Guerrero Commercial Port of Guam on Oct. 16, 2023.



ERIKKA LLORENTE/PDN

A parade of trucks helps kick off the celebration of the 48th anniversary of the Port of Guam on Oct. 16, 2023.



ERIKKA LLORENTE/PDN

A parade of trucks helps kick off the celebration of the 48th anniversary of the Port of Guam on Oct. 16, 2023.

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Jose D. Leon Guerrero Commercial Port



GET IN TOUCH WITH US!



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