



PORT OF GUAM
ATURIDAT I PUETTON GUAHAN
Jose D. Leon Guerrero Commercial Port
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Lourdes A. Leon Guerrero
Governor of Guam
Joshua F. Tenorio
Lieutenant Governor

REGULAR MEETING OF THE BOARD OF DIRECTORS

Jose D. Leon Guerrero Commercial Port

Wednesday, November 27, 2024

Virtual Board Meeting

3:00 p.m.

A G E N D A

I. CALL TO ORDER

II. APPROVAL OF MINUTES

1. October 31, 2024 – Regular Board Meeting

III. PUBLIC COMMENTS:

- a. Public Comments
- b. Employee Comments
- c. PAGGMA Association

IV. GENERAL MANAGER'S REPORT

V. OLD BUSINESS

1. Request for creation of position of an Equipment Maintenance Manager (motion to proceed with the transparency and disclosure processes as outlined in Section 6303(d) of Title 4, Guam Code Annotated and Rule 5.015 of the Port's Personnel Rules and Regulations.)

VI. NEW BUSINESS

1. Adoption of Board Resolution No. 2024-17 relative to authorizing retroactive approval of FY2024 budget expenditures and proactively applying same authorization for budget ceiling adjustment for FY2025.
2. Adoption of Board Resolution No. 2024-18 relative to adopting the zero-emission and zero-waste (ZEW) resiliency and sustainability goals developed by Jacobs and WSP USA Inc. for the Port of Guam and integrating these goals and objectives into the sustainability component of the 2023 Master Plan for the Port Authority of Guam.

VII. ADJOURNMENT



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**MINUTES OF THE
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, October 31, 2024**

I. CALL TO ORDER

The Chairperson called the regular meeting of the Board of Directors to order at 3:05 p.m., Thursday, October 31, 2024. Present at the meeting were:

Dorothy P. Harris, Chairperson
Conchita S.N. Taitano, Vice Chairperson
Fe R. Valencia-Ovalles, Board Secretary
Rory J. Respicio, General Manager
Dominic G. Muna, Deputy General Manager, Operations
Pacifico R. Martir, Deputy General Manager, Admin/Finance
Atty. Jessica Toft, Port Staff Attorney

Also present was Port Staff.

II. APPROVAL OF MINUTES

a. **September 26, 2024 – Regular Board Meeting:** Director Valencia-Ovalles made motion to approve the minutes of September 26, 2024, subject to correction. The motion was seconded by the Vice Chairperson and was unanimously passed.

III. PUBLIC COMMENTS

a. **Public Comments:** None.
b. **Employee Comments:** None.
c. **PAGGMA Association:** Mr. Steven P. Muna, PAGGMA Vice President mentioned that the association is providing support and assistance on the Port Week Grand Finale, as well as prepping for the Thanksgiving and Christmas luncheon, also starting preparations on the PAGGMA Christmas party.

IV. GENERAL MANAGER'S REPORT

1. **Welcoming U.S. Coast Guard Forces Micronesia/Sector Guam's New Commander.** On October 4, 2024, the Port Authority of Guam had the pleasure of welcoming Capt. Jessica Worst as the new commander of U.S. Coast Guard Forces Micronesia/Sector Guam during a formal Change of Command ceremony at Naval Base Guam. This transition marks an exciting new chapter for our valued partners at the U.S. Coast Guard, who play an essential role in maintaining the safety and security of our waters. We are excited to work with Capt. Jessica Worst as she takes on this critical role. Capt. Worst brings a wealth of experience, having recently served at

U.S. Northern Command, and is no stranger to our region, previously commanding USCGC Sequoia right here in Guam and Micronesia. We are confident that her experience and passion for maritime safety, security, and environmental stewardship will continue to strengthen our partnership and protect our shared waters. The Port Authority of Guam values its partnership with the U.S. Coast Guard, and we look forward to collaborating with Capt. Worst and her team in our joint efforts to ensure the safety and security of the Pacific region.

- 2. Port Authority of Guam: Supporting School Readiness Across the Island.** The Port Authority of Guam is proud to be part of Governor Lou Leon Guerrero's School Opening Readiness Team (SORT), contributing our resources and expertise to help prepare Inarajan Middle School for an upcoming inspection by public health officials. Our involvement in this vital initiative reflects our commitment not only to our community's economic needs but also to its well-being, especially the safety and education of Guam's children. Southern High School passed inspection on October 7, 2024 with the help of our Port Strong Team. This milestone was a result of a dedicated, multi-agency effort to address the school's most pressing issues, made possible through the work of SORT and the strong support of the school and local community. Inarajan Middle School was the final school pending its public health inspection results and it passed on October 9, 2024. Leading up to its inspection, skilled workers from across the government of Guam worked tirelessly through the weekends to bring the campus up to safety standards.

SORT had been working tirelessly, day in and day out, including weekends, to ensure Inarajan Middle School meets safety standards. Our Port Strong team has contributed manpower and equipment, assisting with tasks like removing outdated AC ducts, structural repairs, installing new air conditioning units, and addressing electrical needs. The collaborative spirit among SORT members is evident as each agency, including the Port Authority of Guam, works towards the common goal of making the school safe and ready for students. Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio have stressed the importance of ensuring our schools are safe, clean, and conducive to learning, and we wholeheartedly support that mission. Lt. Governor Tenorio also emphasized the need for ongoing maintenance by the Guam Department of Education to maintain these standards, a sentiment we echo as a partner in these efforts. The SORT initiative has been instrumental in reopening numerous schools over the past month, including J.M. Guerrero Elementary School, Vicente Benavente Middle School, and George Washington High School, among others. The Port Authority of Guam remains dedicated to playing our part in making sure that Guam's students and educators have the best possible environment for learning. Our involvement in the Governor's SORT highlights the wide-reaching impact of our agency, extending beyond cargo operations to directly contributing to the strength and resilience of our community. As we continue to work alongside other agencies—including the Guam Waterworks Authority, the Department of Parks and Recreation, the Guam Environmental Protection Agency, and more—we look forward to seeing students and staff return to Inarajan Middle School with confidence in the safety and readiness of their campus. The Port Strong isn't just about fueling the economy—it's about supporting the community, and we are honored to be part of the team that's helping prepare Guam's schools for a successful year ahead.

- 3. Port Celebrates 49 Years of Service with a Memorable Port Week 2024.** The Port Authority of Guam marked its 49th Port Week from October 21-25, embracing the theme “Port Strong: Nearly Half a Century of Grit, Resilience, and Service Fueling Local and Regional Economies, Partnerships, and National Security,” celebrating nearly fifty years of dedication and impact on Guam and the region.

An Inspiring Opening Ceremony

The celebrations began with a powerful opening ceremony, where Governor Lou Leon Guerrero’s keynote underscored the Port’s vital role in Guam’s economy. Reflecting on the impact of the Port’s employees, she told the crowd, “You keep Guam’s economy and daily life thriving. Your work feeds families, supplies hospitals, and powers businesses. Remember, every task you do contributes to the well-being of our people.” The Governor’s words highlighted the importance of every Port employee in sustaining Guam’s strength and resilience. During the ceremony, I expressed pride in the Port’s achievements over nearly five decades. Recognizing the dedication of the “Port Strong” employees, telling them that, “Your grit—passion and perseverance—is the driving force behind our accomplishments.” Each employee has been instrumental in overcoming challenges, including the global pandemic and Typhoon Mawar, when the Port reopened just three days after the storm—a testament to their strength and unity. Chairperson Dot Harris, also celebrated the contributions of Port employees, saying, “You are the backbone of this organization, and your grit and resilience continue to inspire us all, which is why the Port is among the best organizations in the Government of Guam!” The Chairperson’s heartfelt remarks at the Opening Ceremony honored the resilience and dedication of every team member, reflecting the pride and respect the community holds for the Port’s workforce.

A Week Filled with Unity and Celebration

The celebrations extended throughout the week, bringing employees and the community together through a series of events that strengthened camaraderie and showcased the spirit of Port Strong. Employees took part in lively competitions, including ping pong, billiards, volleyball, and cornhole. A spirited softball game, dart tournament, tractor pull, basketball competition, and “Spirit Week” added to the excitement, with each event celebrating both individual skill and teamwork.

Looking Toward a Bright Future

This 49th celebration is more than a milestone; it is a promise of what is to come. As the Port looks ahead to its 50th anniversary, it reaffirms its commitment to resilience, innovation, and service. Plans to modernize equipment and improve infrastructure, including the procurement of essential gantry cranes, signal the Port’s dedication to meeting future demands and ensuring Guam’s readiness to support local, federal, and military needs. The Port remains a cornerstone of Guam’s economy, driving both growth and prosperity for the island and its people. The Port Week festivities will conclude on a high note with the Grand Finale and Employee Recognition Ceremony on November 8, 2024, at Top O’ The Mar, where employees, partners, and community members will gather once again to celebrate the Port’s remarkable journey. This event will honor not only the achievements of the past but the vision and strength guiding the Port into the future. With gratitude for its employees and leadership, the Port Authority of Guam embraces its legacy while looking forward to many more years of fueling the economies of Guam and the Pacific region. Together, we are—and will always be—Port Strong.

4. **Port Wellness Program Continues.** In the next coming months through February 2025, each division will yet again have an opportunity to share their unique ideas in the type of wellness activity for all port employees to participate in and enjoy. The recent wellness programs held June-October 2024 provided positive feedback, which included sea wall walk, free-form exercise, nutrition education, smoking cessation presentation, boka box, bike ride, run-walk-hop, volleyball, Z strength & nutrition, grief & loss in the workplace, and body composition assessment. We look forward to participating in the next round of wellness fun and physical fitness events that helps to make life-changing decisions, leading healthier lives, and brings positive mindful changes in our daily routines.

5. **Port Authority of Guam Engages at ATOSSCOM 49th Annual Conference.** The Port Authority of Guam recently joined regional port leaders at the 2024 ATOSSCOM 49th Annual General Membership Conference in Saipan, a platform fostering collaboration to enhance efficiency in Micronesian ports. Founded in 1974, the Association of Terminal Operators, Stevedoring and Shipping Companies of Micronesia or ATOSSCOM, fosters collaboration among Terminal Operators, Stevedoring, and Shipping Companies, strengthening waterborne commerce across the region. During the event held October 15-18, 2024 in Saipan, I had presented key developments at the Port of Guam, emphasizing the theme: “Building a Secure, Resilient, and Sustainable Port of Guam through Local, Regional, and Federal Partnerships.” I expressed gratitude for being part of the event, noting, “In the face of numerous challenges over the past 5.5 years, the Port of Guam has emerged stronger and more resilient than ever before, thanks to the power of partnerships and strategic foresight.” Guided by the “One Micronesia” approach championed by Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio. Updates were provided on the modernization projects such as replacing aging gantry cranes and upgrading fuel piers, which are vital to ensuring Guam’s role as a strategic hub. Emphasis was placed on the Port’s commitment to strengthening the fuel supply chain through a Public-Private Partnership (PPP) to safeguard Guam’s energy resources: This partnership will ensure that Guam’s fuel supply chain is resilient, leveraging private sector expertise while maintaining public ownership of assets. Security was another key focus, as I had shared our advancements in Terminal Operating Systems and vessel tracking to enhance efficiency and mitigate risks. I also talked about the Port’s environmental goals, including a \$2.4 million proposal to support its Net Zero Emissions Strategy, positioning Guam as a leader in sustainability. The Port has also prioritized digital access, submitting a \$12 million proposal to bridge connectivity gaps in underserved areas. Reflecting on Guam’s strategic role in the U.S. Indo-Pacific Strategy, it was expressed that the Port’s position in the Indo-Pacific is pivotal, and the progress we make today will directly influence the region’s ability to respond to both economic opportunities and security challenges. We are committed to continuing collaborations with ATOSSCOM members and dedicated to share the mission of maintaining a resilient and efficient port network across Micronesia: Together, we are Port Strong. This engagement at ATOSSCOM underscores the Port of Guam’s vital role in regional growth and stability, strengthening partnerships that ensure a sustainable future for all.

6. **Port Authority of Guam’s Urgent Call for Crane Replacement at AAPA Annual Convention.** In a powerful address at the AAPA 2024 Annual Convention in Boston, Port Authority of Guam’s Vice Chairperson Conchita Taitano delivered a powerful address that underscored the urgency of replacing the Port’s aging gantry cranes.

Speaking at the Executive Working Roundtable on Cargo Handling Equipment on October 28, 2024 before federal officials, crane manufacturers, and U.S. port representatives, she highlighted Guam's critical need for updated crane infrastructure to maintain regional stability and operational readiness. She emphasized that the current cranes, which were second-hand units acquired from the Port of Los Angeles in 2009 and now over 40 years old, are beyond their serviceable life. Our cranes have served their purpose but are now past their prime. Every delay in replacement brings greater risk of operational disruptions that impact not just Guam, but U.S. interests in the Indo-Pacific. As the only U.S. port leader to speak at the session, the Vice Chairperson reflected on the strategic importance of Guam's port, and noted a Department of Defense Gap Analysis Report that identified Guam's infrastructure as essential for military logistics and regional security. Without immediate federal support, we may face critical procurement decisions that could compromise our security standards.

In a pointed remark, the Vice Chairperson addressed potential reliance on Chinese-manufactured cranes if federal support is delayed. If forced to consider foreign-made equipment, we face significant cybersecurity and operational risks that compromise our alignment with U.S. security priorities. She advocated for federal funding and Buy American waivers to avoid this risk and secure cranes that align with U.S. defense standards. Hosted at the Westin Boston Seaport District, the roundtable focused on reshoring U.S. manufacturing for next-generation cargo equipment and maximizing public and federal funding. Industry leaders, including RADM Ann Phillips from MARAD, members of the National Security Council, and manufacturers like Konecranes and Liebherr, discussed the strategic importance of modernizing U.S. port equipment for supply chain resilience and national security. The Port Authority of Guam has made extensive efforts to secure funding, including a shift of resources from the Hotel Wharf construction project to support crane procurement. However, current funds may cover only one crane, a concern the Vice Chairperson brought to the forefront: Securing these cranes aligns with our national security interests and is essential for Guam to remain a reliable logistics hub in the Indo-Pacific. As the only U.S. port representative to speak, the Vice Chairperson's call for urgent action resonated strongly, underscoring the Port Authority of Guam's commitment to resilience, security, and regional leadership.

- 7. Port Introduces New Draft Temporary Out-of-Position Assignments Policy for Employee Growth and Flexibility.** The Port Authority of Guam is moving forward with a policy designed to benefit and empower employees through opportunities with the draft of the new Temporary Out-of-Position Assignments Policy. With this forward-thinking policy, our Port employees will have the chance to step into roles outside of their typical job classifications, earning compensation for higher-level work or retaining current pay in lower-level assignments. This initiative—championed by Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, and the Port's Board of Directors—is intended to support employee growth, flexibility, and fair treatment as we continue to uphold operational excellence.

The core goal of the policy is focused on meeting the Port's needs while also investing in our most valuable resource—our people. This policy is designed to provide opportunities for career growth and allow employees to contribute in new and meaningful ways, all with fair compensation and respect for their role.

Key Aspects of the Temporary Out-of-Position Assignments Policy

The new policy sets a framework that allows employees to take on temporary roles outside of their usual scope, benefiting both the Port's operational continuity and individual career development.

Voluntary Participation with Fair Pay

Employees are encouraged to participate on a voluntary basis, filling critical gaps within the organization. Should they accept a higher-level assignment, they will immediately receive either a 5% pay increase or the difference between their current pay and that of the new position—whichever is greater. For those in lower-level roles, employees will retain their current pay rate. Fairness is at the heart of this policy; we believe in compensating our team members equitably for their contributions.

Flexibility in Emergency Situations

While this policy is generally voluntary, employees may be asked to assist in out-of-position roles during emergencies to ensure that the Port remains fully operational. These assignments will be compensated from the first hour worked and are temporary, lasting only as long as the emergency requires. Emergencies are defined as unexpected events like natural disasters or safety concerns. In times of need, our Port Strong family steps up to support each other, and this policy ensures they are recognized for doing so.

Streamlined Approval and Transparency

To maintain transparency and operational efficiency, each assignment under the policy must be approved by the Personnel Services Administrator, the Chief Financial Officer, and the General Manager. This ensures that decisions are based on qualifications, divisional needs, and fair distribution of opportunities. Regular audits by HR and Finance departments will help to prevent favoritism and ensure compliance with the policy's guidelines.

Employee-Driven Feedback and Growth

Shaped by employee input, this draft policy has been crafted with the understanding that feedback from the Port team is invaluable. We are committed to creating policies that work for everyone at the Port. Employee feedback is instrumental in helping us refine this policy to make it as beneficial as possible.

What's Next?

A survey was distributed to all employees this month to gather further input on the draft policy. Feedback collected will be instrumental in finalizing the policy to best meet the Port's and employees' needs. This policy represents a significant step toward enhancing career growth, operational flexibility, and fair treatment for all employees. It reaffirms the Port Authority of Guam's commitment to supporting each member of our Port Strong family, helping us work together more effectively to serve our community and uphold our essential role in the region.

FAQs: Temporary Out-of-Position Assignments Policy

General Overview and Policy Scope

- What is the Temporary Out-of-Position Assignments Policy? It lets you take on a temporary job outside your regular role to fill important gaps. These assignments could be at a higher or lower level, depending on what's needed.
- How is this different from the Detail Assignment Policy? The Detail Assignment Policy applies to leadership positions open for 30 days or more. This policy applies to any role and starts pay immediately, not after 29 days.
- Does this policy apply to all divisions at the Port? Yes, it covers all divisions and any role based on the need.
- Does this General Manager's policy need board approval? No, the General Manager has authority to create policies for efficient Port services, including temporary out-of-position assignments.
- Is this policy designed to avoid hiring more people or make employees take on extra tasks? No, it's not a substitute for hiring or a way to increase workload. It's a tool for addressing immediate needs with fair pay for out-of-position work.

Purpose and Impact

- How does this policy impact the Port's finances and overtime pay? The policy is cost-effective for short-term needs, and it does not avoid overtime pay, which is still provided for work beyond regular hours.
- Is the goal of this policy to optimize staffing levels and promote internal opportunities? Yes, it helps the Port run efficiently and offers staff more chances for growth.

Eligibility, Selection, and Participation

- How are decisions made about which employees are chosen for out-of-position assignments? Decisions are based on who is best qualified, the division's needs, and employee availability. If more than one is qualified, they try to share opportunities fairly.
- How will I know if I am fully qualified for an out-of-position assignment? Your division head will check if you have the required skills, experience, and qualifications for the role.
- Can I apply for an out-of-position assignment, or must I wait to be selected? You can express interest to your supervisor or HR, but assignments are based on division needs.
- Is this policy voluntary, and can I continue my usual role if I choose not to participate? Yes, it's entirely voluntary. If you don't accept an assignment, there's no impact on your current role or future opportunities.
- How does this policy handle situations where my current workload conflicts with an out-of-position assignment? Speak to your supervisor if you're concerned about managing both roles. They'll work with you to balance tasks.
- How does the Port ensure fair distribution and qualification standards for out-of-position assignments? Assignments are based on qualifications, division needs, and balanced distribution. HR and division heads ensure fair tracking, and employees can ask for clarification from HR if needed.

Assignment Duration and Approval Process

- How long can these temporary assignments last?
 - Higher-level roles: Up to 180 days
 - Lower-level roles: Up to 29 days, with possible extensions.
- Who approves these assignments? They must be approved by the Personnel Services Administrator, the Chief Financial Officer, and the General Manager.
- What if I'm asked to do a different role for just one day? Daily out-of-position assignments need prior approval and cannot last more than 3 days without full approval.
- What should I do if I believe my out-of-position assignment has exceeded the allowed duration? Contact HR or your supervisor to check on the assignment duration and confirm if an extension is needed.
- Who is responsible for ensuring that my core responsibilities are covered while I'm in an out-of-position assignment? Your division head and supervisor coordinate with you to manage both your main duties and your temporary assignment.
- What if I believe I've been assigned out-of-position duties without proper approvals? Contact HR or your supervisor immediately if you think approvals weren't in place.
- What happens if the same people keep getting selected for temporary out-of-position assignments? If the same people are chosen repeatedly, HR reviews this to ensure fairness. If you feel it's unfair, raise it with HR.
- Can I request to return to my primary role if I find the out-of-position assignment challenging? Yes, discuss this with your supervisor, who can arrange a return to your primary role if needed.

Compensation and Pay Adjustments

- When will I get paid if I take on a temporary out-of-position role? You'll start getting paid from the first hour, provided the assignment was approved beforehand.
- Will I get a raise if I'm assigned to a higher-level job? Yes, you'll receive either a 5% increase or the difference in pay between your role and the higher role—whichever is greater.
- What happens if I'm assigned to a lower-level job? You'll keep your current pay even if the assignment is at a lower level.
- How long will it take for the pay adjustment to show up in my paycheck if I accept an assignment? It should show up in the next payroll cycle once the assignment is approved.
- Will I retain my out-of-position pay if an assignment is cut short due to changing needs? You'll be paid for the hours or days worked in the out-of-position role up until the assignment ends.
- Does this policy affect my eligibility for other benefits, such as retirement contributions or healthcare? No, it doesn't affect any of your existing benefits.
- Will temporary assignments affect my eligibility for leave or other time-off requests? No, but time-off requests during an out-of-position assignment are subject to operational needs. Talk to your supervisor early about planned leave.

Emergency Assignments

- What qualifies as an emergency under the Temporary Out-of-Position Assignments Policy? Emergencies are unexpected events like natural disasters, safety crises, or urgent regulatory deadlines that could disrupt operations.

- Who decides if a situation qualifies as an emergency? The General Manager can certify emergencies and document the reasons.
- How does compensation work for emergency out-of-position assignments? You're paid from the first hour. Emergency approval and documentation are required each day of the assignment.
- Can I refuse an emergency assignment if I feel it's unsafe? Yes, you can refuse if you believe it's unsafe, without any retaliation.
- How long can emergency assignments last? They are reviewed daily and are temporary, with daily re-approval by the General Manager if the emergency continues.

Fairness, Compliance, and Audits

- Will there be audits to make sure this is fair? Yes, HR and Finance conduct regular audits and spot checks for fairness and compliance.
- Will this lead to favoritism, with the same people getting more pay and assignments? No, the policy includes audits to ensure fair distribution and avoid favoritism.
- Is this just management's way of avoiding promotions? No, this policy is separate from promotions and applies only to temporary assignments.
- Could this policy result in temporary assignments becoming permanent without a formal promotion process? No, these assignments are short-term solutions and don't replace formal promotion processes.
- Can I receive feedback or performance evaluation on my out-of-position assignment? Yes, you can request feedback from your supervisor on your performance in the role.

8. **Commercial Division Sets Course for Enhanced Operations and Growth.** The Port Authority of Guam's Commercial Division is entering an exciting new phase that outlines key priorities for aligning the Commercial Division with the Port's broader goals, particularly as Port management develops the "Look Ahead 2025" initiative.

Strategic Alignment for Growth

The framework is designed to ensure the Commercial Division operates efficiently and in sync with other divisions and able to move forward efficiently to meet the Port's strategic objective for the proposed 'Look Ahead 2025' initiative. This initiative sets a clear path for continued growth, with a focus on improved productivity and cross-divisional collaboration.

Key Directives for Success

Aimed at streamlining operations and enhancing the division's performance, these include conducting an inventory of staff responsibilities, fostering cross-divisional collaboration, and implementing automation for efficiency. Another important focus is the management of leases, with specific steps outlined for addressing non-compliant leases, renewing agreements, and ensuring clear communication with tenants. The Commercial Division will also prioritize the launch of a Marina Management and Users Group initiative, as well as the creation of a Commercial Lease Management System.

Tackling Challenges and Building Trust

The Commercial Division is implementing strategies that include improved collaboration and enhanced communication across teams. Weekly meetings have already been introduced to

facilitate this, with quarterly team-building sessions planned for the near future. By requiring improved teamwork and trust as core values, this will lead to a stronger sense of purpose at the Port and improved camaraderie among employees. These changes are not just about increasing efficiency but also about fostering a supportive and positive work environment.

Positive Impact on Port Operations

The anticipated changes are set to have a far-reaching impact on both day-to-day operations and the Port's growth. By tightening cross-divisional collaboration and introducing more efficient processes, employees and tenants alike will experience improved productivity and streamlined operations. This engagement with other divisions will help mitigate potential errors and motivate other divisions to do the same. For Port Strong employees, these changes represent an opportunity to be part of something greater. Change is always difficult, but if this change is implemented in a positive and supportive work environment, it can be accomplished. Employees are encouraged to embrace the new framework, as it will contribute not only to the Port's growth but also to personal and professional development.

Looking Ahead to a Bright Future

Many of the directives outlined are already being implemented, with the review of leases and other priorities well underway. It is envisioned that these improvements will drive a significant growth over the next year, both in terms of revenue and operational efficiency. The Commercial Division's dedication to a gold-standard approach ensures that the Port will continue to be a regional leader in maritime industries.

9. **S&P Global Ratings Affirms Port's Long-Term 'A' Rating, Maintains Stable Outlook.** S&P Global Ratings has reaffirmed the Port Authority of Guam's long-term 'A' rating on its series 2018 Port Revenue Bonds and maintained its outlook at stable, as per the latest assessment. As stated in the S&P Global Ratings report, "The stable outlook reflects our expectation that port activity will continue to demonstrate resilience in the aftermath of Typhoon Mawar, and remain near current levels. The outlook also reflects our expectation that key financial metrics will remain sufficient for the rating and the port's debt capacity will remain strong." The stable outlook reflects S&P's expectation that the Port will continue to demonstrate resilience in port activity and maintain sound financial metrics, especially following the impact of Typhoon Mawar in 2023. The Port's debt capacity and coverage ratios have also remained strong, which is essential for continued operations and funding future infrastructure projects. According to the S&P Global Ratings, "The rating reflects our opinion of an island port that has relatively stable container volumes given its role as sole provider of maritime facilities and services in Guam and stabilizing military presence due to its strategic importance to the U.S. military, despite relatively high shipping carrier concentration and being located in a region prone to severe weather events. The rating also reflects our expectation that the authority's DSC (as per our calculations), debt burden, and liquidity will remain at levels we consider strong, low, and adequate, respectively." Our high rating reflects prudent management and the dedication of our Port Strong employees, whose hard work and commitment I am deeply proud to be a part of as a member of the Port Strong family. This achievement aligns with the vision set by Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, and our Board of Directors, underscoring the importance of the Department of Defense addressing its *Guam DoD Master Plan (Part 1B: Government of Guam Gap Analysis and Execution Plan, 10/2024)* to realize its commitment to building Guam's

resilience and strategic capacity in the Indo-Pacific. According to the S&P report, key credit strengths include: Relatively stable container volumes given its virtual monopolistic position as the sole provider of maritime facilities and services in Guam and its strategic importance to the U.S. military; strong coverage (S&P Global Ratings-calculated) that S&P expects will be maintained above 1.25x; robust liquidity, with days cash on hand exceeding 200 days the past two fiscal years, that S&P expects to remain and a low debt burden and anticipated low additional debt needs. Our high rating is proof positive of the strong management and dedicated leadership at the Port, and it's a direct reflection of our Port Strong team's commitment to Guam's future. For anyone trying to distract from our mission, here's the message: we're here, we're focused, and this administration continues to deliver results. This positive rating from S&P Global reinforces the strides we're making toward operational excellence and fiscal health, positioning the Port as a reliable logistics hub for Guam's commercial and military stakeholders alike.

- 10. Port receives \$2.4 Million through EPA's Clean Ports Program.** The Port Authority of Guam has been awarded \$2,410,415 from the U.S. Environmental Protection Agency's Clean Ports Program under the Climate and Air Quality Planning Competition. The grant selection process was extensive, with EPA funding only 55 projects from 27 states and territories for zero-emission equipment and climate planning. This award reflects the collective dedication of the Port team, with WSP serving as the Port's owner agent and Jacobs as its subgrantee, along with the steadfast leadership of Vice Chairperson Conchita Taitano. Governor Lou Leon Guerrero, and Lt. Governor, Joshua Tenorio, were clear when they appointed Vice Chair Conchita to the Board, as her 30-plus years with Guam EPA and government service make her uniquely qualified to develop and drive sustainability goals together with our planning team headed by Chief Strategic Planner Joe Javellana. In conjunction with her role on the Port Board, she has completed certification through Massachusetts Institute of Technology (MIT) Sustainability Program and worked alongside First Gentleman Jeff Cook on the island's Zero Waste Task Force, and those initiatives have directly influenced the Port's sustainability efforts.

The Port Authority also acknowledges EPA Administrator Michelle Lastimoza and her team for their collaborative approach, working to support a more sustainable and resilient port. This funding aligns with the vision of Governor Leon Guerrero, Lt. Governor Tenorio, and the Port Board as outlined in the 2023 Master Plan and the "Look Ahead 2004" framework. The awarded funds will support the Port's Net Zero Emissions Strategy Update and Implementation Plan, an initiative that will enhance efforts to reduce emissions, strengthen climate resilience, and improve air quality for the community. This project reflects the Port's commitment to the goals of its Sustainability and Resiliency Plan and its dedication to innovative environmental stewardship.

Key objectives of the Net Zero Emissions Strategy Update and Implementation Plan include:

- Conducting a mobile emissions inventory,
- Updating the Net Zero Emissions Strategy,
- Preparing a workforce development plan,
- Developing a resiliency strategy to assess climate risks and vulnerabilities, and
- Creating an implementation plan to outline actionable steps for decarbonizing and electrifying Port operations.

The Port Authority of Guam will also conduct community engagement to support this initiative and future projects, reinforcing a shared vision for a cleaner, sustainable future for Guam. This funding is a step forward in turning that vision into action.

11. **General Manager's Notes for YTD Finances.** We are providing the following summary for September 30, 2024:

REVENUES AND CARGO THROUGHPUT:

- The Port's total year-to-date (YTD) operating revenue as of September 30, 2024, is \$58.6 million, which is 3.1% or \$1.9M lower than the YTD revenue budget of \$60.1 million for FY24.
- The total number of containers handled by September 31, 2024, is 85,285, a slight decrease of 0.4% or 369 containers compared to last year's YTD total of 85,627 as of September 2023. However, the total tonnage for non-containerized cargo stands at 211K revenue tons, a 2.0% decrease from last year's September total of 214K revenue tons.

The addition of two container/roll-on, roll-off vessels ("con-ro") by Matson to its weekly schedule is the primary driver behind the 112% increase in domestic non-containerized cargo. As of September, total Roll-on/Roll-off (Ro-ro) revenue stands at \$1.2 million, reflecting a 101% increase, or \$588K.

OPERATING EXPENSES:

- Overall operating expenses as of September 31, 2024, total \$56.6 million, which is 2.7%, or \$1.5 million, higher than the year-to-date FY24 annual budget of \$55.2 million. In October 2023, the anticipated passage of Typhoon Bolivar near Guam resulted in \$326K of unforeseen typhoon-related expenses.

OVERTIME EXPENSE AND DIRECT LABOR REVENUE:

- Year-to-date (YTD) overtime for divisions involved in operations is \$1.6 million, which is 25%, or \$317K, higher than the FY24 overtime budget of \$1.3 million for September. However, FY 2024 YTD overtime as of September is 10% lower compared to last year's YTD total of \$1,767,886. The decrease in overtime would have been more significant, but the annual employee salary increase also raised the overtime rate for each employee in FY 2024.
- The total Direct Labor revenue as of September is \$3.9M, 1.5% or \$55K higher than the FY24 budget of \$3.8M.

Here is the breakdown:

Direct Labor Revenue:	\$ 3,876,057
Operations Overtime:	<u>\$ 1,591,717</u>
Variance:	\$ 2,284,340

YTD OPERATING REVENUES MINUS YTD EXPENSES:

- Operating revenues minus operating expenses resulted in an operating income of \$2.0 million. After accounting for net Other Income/Expenses totaling \$6 million, the final result for September is a net income of \$7.9 million.

Other Financial Highlights, as of September 31, 2024:

- The debt service ratio as of September 31, 2024, is 1.94. This is 55% higher than the Bond Indenture Debt service ratio requirement of 1.25.
- The total days cash on hand is 864 days. The total number of days is higher by 73% or 364 days as compared to Moody's requirement of 500 days.

FY 2024 DSCR	1.94
Bond Indenture DSCR	<u>1.25</u>
Variance	.69
% Variance	55%

12. Status of Ongoing Awarded Grant Activities and Updates on Planned Grant Acquisitions.

- **USDHS/FEMA Port Security Grant Program.** Acquisition of Port Police Personal Protective Equipment (PPE). *Update:* Awarded Vendor - Code1; Estimated Delivery - week of December 16, 2024
- **U.S. Economic Development Administration (EDA) Fuel Pipeline Connectivity Project.** AM Orient anticipates submission of all deliverables for the 90% Design by November 2024.
- **Gantry Crane Acquisition**

USDA Direct Loan – Status Quo

- PAG Finance is developing a Request for Proposal (RFP) to select a lender for commercial loan financing to replace the PAG's ship-to-shore gantry cranes.
- The Port team is working with the local USDA office to complete the application process.
- USDA guidance has been provided regarding the type of procurement the Port will execute.
- **MARAD Marine Highway Program – Status Quo**
 - Nine terminal yard tractors and two refrigerated container (reefer) generators – *Delivery is anticipated by March 2025*
 - Five 5.5-ton forklifts – *Procurement is currently conducting Market Research*
 - One telescopic boom lift – *Delivery is anticipated by November 2024*
- **Office of Local Defense Community Cooperation.** The PAG's recent grant application totaling **\$1.45 million** for its Owner's Agent/Engineer to conduct a Port Resiliency and Sustainability Study was granted by OLDCC through the Office of the Governor.

Status Quo:

- **Direct Actions** (for a potential >20% reduction of emissions) include: hybridization of the STS gantry cranes, electrification of passenger fleet, energy conservation measures, employee training programs, and sub-metering;
- **Collaborative Actions** (for a potential >50% reduction) include: engagement and collaboration with GPA; and

- *Nature-based Actions (for an estimated >7% reduction) include: restoration of mangroves, forested areas of Port property, and engaging with wider initiatives, including potential watershed strategy*
- **EPA Diesel Emissions Reduction Act (DERA) Program.** PAG Procurement issued PO No. 20063-OS on August 27, 2024, for the purchase of two additional units to complete the grant program. *Delivery is anticipated by May 2025.*
- **US DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program.** The USDOT Office of the Secretary, via MARAD, approved the Port's no-cost scope modification, reallocating funds from F1 Pier to support repairs for Wharves F2-F6.

Update:

- The environmental assessment is ongoing, with the draft Biological Survey Report currently under internal review.
- As part of the Section 106 HABS/HAER process, SHPO has concurred with the proposed photos for the Port's Pier F1 and Wharves F2-F6. On October 18, PAG also issued a public notice inviting comments on the designation of the Commercial Port as Historic District and the mitigation measures for planned upgrades and replacements. The deadline for submitting comments is Monday, November 18, 2024.
- **Office of Insular Affairs Maintenance Assistance Program (MAP)**
 - **Port Welding Shop Phase 1 & 2 Project** - The Notice of Award has been issued to Guam Evergreen and is currently pending the 100% performance and labor and material bonding.
 - **Generator Maintenance Program** - Maintenance services are ongoing monthly.
- **New Grant Proposal – U.S. EPA Clean Ports Program: Climate and Air Quality Planning Competition.** The U.S. EPA Clean Ports Program aims to reduce air pollution and greenhouse gas emissions at ports by supporting projects that adopt cleaner technologies and practices. PAG submitted a **\$2,410,415** grant proposal to fund the Net Zero Emissions Strategy Update and Implementation Plan. **Update:** The U.S. EPA announced on October 30, 2024 the recipients of the grant award program. Shared the news with WSP/Jacobs/Planning/Engineering Teams. **Next Steps** – update of the Port's Workplan and Budget.
- **New Grant Opportunity – U.S. EPA Environmental and Climate Justice Community Change Grants Program / Inflation Reduction Act Community Change Grants Program**
 - The Port Authority of Guam (PAG), as a potential collaborator, transmitted intake forms and documents for the following projects to the lead applicant, Community First Guam Federal Credit Union, via CBO Financial, on September 9, 2024: PAG Lighting Fixture,

- Ceiling Tiles, and Window Shutters Replacement Project; PAG Installation of a Solar Photovoltaic (PV) System and Batteries Project; PAG Microgrid Feasibility Study Project; and PAG Route 11 Seawall Improvement Project. PAG is awaiting notification of its selection to participate as a collaborator under the Community First application, which has a submission deadline of November 21, 2024. *Update:* On October 16, 2024, PAG was selected as a Collaborating Entity; on October 21, 2024, PAG submitted its revisions to the draft narrative for three of four projects selected by the lead applicant, which will be included in CFGFCU's application submission to U.S. EPA on or by November 21, 2024. The three projects selected are (1) the PAG Installation of a Solar Photovoltaic (PV) System and Batteries Project, (2) the PAG Microgrid Feasibility Study Project, and (3) the PAG Route 11 Seawall Improvement Project.
- **New Grant Opportunity- 2024 NOAA Marine Debris Program- BoatUS Foundation Abandoned and Derelict Vessel (ADV) Removal Grant Program.**
 - On August 13, 2024, PAG submitted its Letter of Intent to BoatUS via the GLM portal for proposal consideration for the Port Authority of Guam Harbor Restoration and Resilience Initiative (PAGHRRI). The initiative aims to recover and salvage thirteen (13) abandoned, derelict, and sunken vessels from PAG properties, advancing the work initiated by the Guam ADV Removal Group, aligning with the Government of Guam's efforts to remove ADVs from waters around Guam that pose risks to the environment, public health, and waterway navigation. Total project costs is \$818,781.00, which includes the PAG's voluntary cost share of \$204,695.00. BoatUS Foundation will notify qualified applicants to submit a proposal by September 30, 2024. *Update:* On October 2, 2024, BoatUS invited PAG to submit a grant proposal. PAG staff, along with the technical support of WSP and Jacobs, are working together on the grant application and acquisition of letters of support for submission before the due date of December 2, 2024.
 - **New Grant Opportunity – Dept. of Commerce National Telecommunications and Information Administration (NTIA) Digital Equity Competitive Grant Program**
 - The Port's initiative aims to bridge the digital divide by ensuring all communities have access to the internet and the necessary skills to participate fully in the digital world. By connecting underserved shoreline communities, the project aims to stimulate economic growth and provide equitable access to digital resources. In addition, integrating the Port's Terminal Operating System (TOS) with digital equity initiatives positions the Port at the forefront of technological advancement, enhancing our operational efficiency and service delivery. *Update:* The Port has submitted its application and currently awaiting NTIA review and subsequent announcement.
 - **New Grant Award - PAG Secures Federal Grants for Marina Repairs and Harbor of Refuge Improvements**
 - On October 1, 2024, PAG was awarded \$120,000 for the Agat Marina Southern Walkway Repairs under the assistance title 15.605 Sport Fish Restoration. Additionally, PAG received \$275,000 for the Pre-construction Planning Grant for a Gangway and Courtesy Dock at the Guam Harbor of Refuge under the assistance title 15.622 Sport fishing and Boating Safety Act. Both grants were provided by the U.S. Fish and Wildlife Service through the Guam Department of Agriculture.

13. Port Revenue Bonds Project Status. As of October 29, 2024, the attachment provides information on the status of the revenue bond projects, which include the rehabilitation of the hotel wharf, repairs and improvements to the golf pier, waterline replacement/relocation, upgrades to the EQMR building, repairs and upgrades to warehouse one, construction of a new admin annex building, and other priority projects.

V. OLD BUSINESS

There were no old business discussed.

VI. NEW BUSINESS

1. Request for \$15K; Employee Incentive Events: Thanksgiving and Christmas Holiday. The General Manager mentioned that in celebration of this year's holiday season, Board approval is being requested to allocate funds in the amount of \$15,000 for the Thanksgiving and Christmas Holiday luncheons, celebrating the port employees hard work and dedication throughout the year. The planning and coordination will be supported and assisted by the Port Authority of Guam Goodwill and Morale Association (PAGGMA). Board approval is also to authorize the transfer of funds to PAGGMA Association who will handle the disbursement of funds for these events. A financial expense report will be submitted to the Finance Division that will account for the events expenditures. Any unused funds will be remitted back to the Port Authority. Director Valencia-Ovalles made motion to approve to allocate and authorize the transfer of funds in the amount of \$15,000 to PAGGMA Association who will handle the disbursement of funds for the Thanksgiving and Christmas holiday luncheon events, seconded by the Vice Chairperson. Motion was unanimously approved.

2. Adoption of Board Resolution No. 2024-15. At the previous meeting, and through the adoption of Board Resolution No. 2024-14, the General Manager mentioned that the merger of the Operations and Equipment Maintenance divisions was held in abeyance to allow for further assessment on whether the merger would provide additional benefits to the Port or whether the succession plan should be amended to allow for the Maintenance Manager position be amended to the Equipment Maintenance Manager position, reflecting the current organizational structure.

He stated since the realignment was approved, there were significant improvement in the efficiency and effectiveness of the Maintenance division as they had developed systems to streamline processes and integrated work orders with the E1 system, demonstrating its capacity to operate as a standalone division. By integrating data from the E1 system and tracking key metrics such as equipment downtime, parts availability, and estimated completion times, the dashboard streamlined operations and improved transparency across divisions, enabling the Maintenance division to balance ongoing maintenance needs with the Port's operational requirements. The General Manager mentioned that the goal has always been to strike a harmonious balance between operations and maintenance, improving operational efficiency by reducing equipment failures and downtime. The EQMR Maintenance dashboard supports this balance by ensuring that maintenance is prioritized based on operational needs, preventing delays from external factors. The dashboard resulted in significant operational improvements, ensuring that yard equipment remains in optimal condition while balancing the needs of vessel operations and administrative functions. The General Manager further mentioned that based on the assessment conducted, it would be beneficial to the Port to not

merge the Operations Division and Equipment Maintenance Division into one division and maintain the divisions as separate as indicated in the current organizational structure. Also, to ensure a succession plan is in place for the Equipment Maintenance Division, it is recommended that an Equipment Maintenance Manager position be created in the classified service. Director Valencia-Ovalles made motion to adopt Board Resolution No. 2024-15 relative to requesting for creation of position of an Equipment Maintenance Manager and approval to not merge the Operations and Equipment Maintenance Divisions. Motion was seconded by the Vice Chairperson and was unanimously approved.

3. **Adoption of Board Resolution No. 2024-16.** The General Manager presented the resolution and mentioned that over the last several years the Port has been expressing the urgent need to procure STS gantry cranes and along the way have encountered several hurdles:

- the Buy American provisions under President Biden's executive orders emphasize sourcing equipment on the purchase of American-made or trusted-partner-manufactured cranes to support U.S. economic and security interests.
- The US Department of Transportation (USDOT) issued a temporary public interest waiver of the Build America, Buy America (BABA) for iron, steel, manufactured products, equipment, and construction materials, but the waiver did not apply to purchases of STS gantry cranes.
- The USCG regulations and President Biden's cybersecurity executive orders highlight the vulnerabilities of foreign-manufactured cranes, particularly Chinese-made cranes, due to risks of cyber exploitation. These orders mandate strict cybersecurity controls, including forensic analysis, to ensure that any new cranes meet these enhanced security requirements.

He stated that the Port continues to move forward as its existing cranes were purchased used (originally manufactured in 1983-1984), and is nearing the end of its second service life, necessitating urgent replacements to maintain operational capacity and national security. Thus, requiring the urgent need to procure three new STS gantry cranes to enhance the Port's cargo handling efficiency and operational readiness in Guam's local and regional maritime industry. Given the pressing need for crane replacements, the General Manager stated that the Board has authorized the Port to pause its Hotel Wharf construction project to prioritize the procurement of these critical assets by reallocating resources. He mentioned that the Port has actively collaborated with WSP, the Port's Owner Agent, and its subcontractor Lift Tech, along with personnel from the Equipment Maintenance Division and management, to develop specifications for the new gantry cranes, including a detailed tie-down plan in coordination with the Port's CIP/Engineering Division to ensure the cranes meet the operational and environmental demands of the Port.

He informed the Board about the US Department of Defense's Gap Analysis Report where it underscores the urgent need to replace aging gantry cranes at the Port to support DoD's operations, and prevent delays in military activities. The report also identifies the need for a fourth gantry crane and additional yard space to support increased throughput. The General Manager mentioned that the multi-step invitation for bids for the procurement of these cranes shall be structured to include pricing packages for one crane plus shipping, two cranes plus shipping, and three cranes plus shipping. A fourth crane is identified as necessary for increased capacity and future-proofing, as highlighted in the DoD's Gap Analysis Report. This structure will allow the

Port to assess how many cranes it can afford based on available funding while ensuring scalability for future needs. He stated that continued efforts are also being made to pursue federal funding opportunities to support the acquisition and infrastructure needs associated with the procurement of new gantry cranes.

He stated that the resolution provides the framework in moving forward with the acquisition of the gantry cranes and if approved by the Board, Port legal and Procurement division will start working on developing the multi-step bid packet for issuance as soon as possible.

The Board members agreed in the critical need to acquire new gantry cranes and expressed that time is of the essence. The Chairperson recalled that the then-Office of Economic Adjustment, now referred to as Office of Local Defense Community Cooperation, was instrumental in the \$50M allocated by U.S. Department of Defense for the Port's container yard reconfiguration project and hoped that our federal partners would once again provide the immediate support needed for the acquisition of the Port's gantry cranes. At this time, Director Valencia-Ovalles made motion to adopt Board Resolution No. 2024-16 relative to authorizing the General Manager to issue a multi-step invitation for bid for the procurement of STS Gantry Cranes, seconded by the Vice Chairperson. Motion was unanimously approved.

VII. ADJOURNMENT

There being no further business to discuss, it was moved by Director Valencia-Ovalles and seconded by the Vice Chairperson to adjourn the meeting at 4:24 p.m. The motion was unanimously passed.



Fe R. Valencia-Ovalles, Board Secretary
Board of Directors

APPROVED BY:



Dorothy P. Harris, Chairperson
Board of Directors





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Lourdes A. Leon Guerrero
Governor of Guam
Joshua F. Tenorio
Lieutenant Governor

General Manager's Report for Board of Directors November 27, 2024

- 1. Port Announces Updated Uniform Allowance Policy for Port Police.** The Port Authority of Guam has implemented a revised uniform allowance policy to better align the benefits received by its Port Police personnel with their counterparts in other law enforcement agencies. This updated policy, which came into effect effective October 1, 2024, increases the annual uniform allowance from \$350 to \$500, reflecting the agency's commitment to ensuring parity for its officers. The new policy streamlines the process for the Port Police, allowing officers more flexibility in selecting their duty gear and uniforms. Notably, PAG has shifted away from stockpiling certain uniform items, instead providing personnel with the autonomy to upgrade their police gear at their own expense. This change empowers officers to select duty gear that best suits their specific operational needs.

We continuously look for opportunities to enhance the benefits and support we provide to our employees. This increase in the uniform allowance is a recognition of the hard work and dedication of our Port Police. By providing our officers with more options to personalize their equipment, we are ensuring they have the tools necessary to carry out their duties efficiently while aligning with industry standards. The updated policy is part of PAG's ongoing efforts to enhance employee welfare while maintaining operational excellence. The change also aligns with the agency's broader initiative to modernize processes and streamline administrative procedures.

Port Police personnel are essential to the security and smooth operation of Guam's only commercial seaport, safeguarding both public and military cargo. The uniform allowance increase is seen as a critical investment in supporting these frontline officers who are vital to the island's safety and logistical operations.

- 2. Port Authority of Guam Welcomes WSP for Key Infrastructure Discussions.** The Port Authority of Guam hosted WSP, its Owner Agent Engineer, for an extensive series of meetings from November 4 to November 8, 2024. This visit, encompassing strategic discussions and collaborative site assessments, focused on advancing critical projects, infrastructure updates, and modernization efforts essential to the Port's growth and regional support.

WSP's visit commenced with a detailed status update on various task order deliverables, allowing both PAG and WSP to review the current project landscape. This included briefings on the FY25 Owner-Agent-Engineer (OAE) work and ongoing federal grants aimed at enhancing Guam's strategic port capabilities.

Key sessions included:

- **Port Modernization and Critical Infrastructure:** With representatives from Joint Region Marianas in attendance, discussions on November 5, 2024 explored modernization strategies essential to maintaining and improving port infrastructure resilience and efficiency. This aligns with Guam's vital role in regional stability and economic growth.
- **Tariff Analysis and ZEZW Draft Report:** As part of the commitment to operational excellence, WSP and PAG leadership reviewed the upcoming tariff analysis and presented findings from the ZEZW Draft Report, focusing on economic sustainability and regional environmental standards.
- **Comprehensive Site Visit and CIP/Engineering Updates:** A commercial port site tour and a series of meetings on ongoing Capital Improvement Projects (CIP) facilitated direct insights into on-ground operations and forthcoming upgrades. Specific attention was given to FEMA-funded pier projects (F1, F2-F6) to ensure alignment with federal resiliency objectives.
- **Future of Public-Private Partnerships:** Recognizing the importance of collaborative growth, PAG and WSP discussed avenues for public-private partnerships, underscoring their potential in driving economic diversification and enhancing Guam's competitive standing in the Pacific.

The week-long series of meetings concluded with a management out-brief, summarizing actionable outcomes from the discussions and establishing next steps for ongoing and future initiatives. We are pleased to welcome WSP back to Guam and appreciate their commitment to helping us achieve a forward-looking, resilient, and economically sustainable Port. These collaborative efforts strengthen Guam's role as a critical hub in the Pacific and ensure we remain adaptable to both current demands and future challenges. The visit reflects PAG's commitment to continuous improvement, operational resilience, and strategic growth, ensuring Guam remains a vital link in the regional and global supply chain.

3. **Moody's Issues Baa2 Credit Rating for Fourth Year in a Row.** On November 5, 2024, the Port received positive financial news as Moody's Investors Service issued a Baa2 credit rating for FY 2023. This rating was based on the Port's credit strengths for the fiscal year. Moody's report highlighted the following:

- **Very Stable Revenue Profile:** The Port's credit is supported by a very stable revenue profile, which has proven resilient in recent years. Despite an effective closure of the island's tourism economy from the coronavirus pandemic, the Port's operating revenue between 2021 and 2023 averaged \$57.8 million, in-line with pre-pandemic figures.
- **Healthy Liquidity:** The Port Authority's liquidity position is healthy. Fiscal 2023 financials show unrestricted cash and cash equivalents of \$28.6 million, with unrestricted and discretionary reserves of \$51.8 million; days cash on hand for 2023 was 368 days, from the 429 in 2022. The Port has held more than 300 days cash on hand since 2016, a trend we expect will continue at least through the outlook period.
- **Solid Debt Service:** Debt service coverage for the Port is solid and expected to remain around 2x on a net revenue basis.
- **Credit Strength:** The Port derives credit strength from its role as the sole commercial port in Guam, handling around 90% of the territory's imported cargo, of which approximately 30% is military related. Competition from other smaller ports in Micronesia only applies to a small volume of volatile transshipment cargo. The Port of Guam is the only port in the Micronesia region that has the infrastructure and equipment required to service container vessels with a capacity of up to 4,000 TEUs (twenty-foot equivalent units). The Port faces limited restrictions to accommodate future growth related to the military build-up. The Port's capacity limit is around 192,000 containers; in fiscal 2023, the Port handled around 86,000 containers, in-line with volumes over recent years.
- **Quick Mawar Recovery:** We've noted in prior reports that the Port is exposed to weather-related events that could affect revenue-generating activities. In late May, Typhoon Mawar shut down port activities for several days, though early and prudent preparations limited the extent of damage, with sustained damage quickly remediated by the Port.

"This reaffirmed Baa2 credit rating is a testament to the resilience and strategic vision of the Port Authority of Guam," said Governor of Guam Lou Leon Guerrero. "Our island's only commercial seaport continues to stand strong as a vital economic engine, capable of withstanding challenges like Typhoon Mawar and serving as a reliable partner for both our community and our military allies. We are immensely proud of the Port's accomplishments and the stability it brings to Guam." Building on the Governor's sentiments, Lt. Governor Josh Tenorio adds, "The Port's sustained credit rating reflects the hard work, commitment, and dedication of every member of the Port Strong team. This positive rating demonstrates our commitment to fiscal responsibility and efficient operations, providing Guam with a stable, efficient port capable of meeting the island's needs now and into the future."

Moody's release is just more good news for the port on the financial front. On October 28, 2024, S&P Global Ratings released its rating maintaining its outlook for the Port at stable and affirmed its 'A' long-term rating on the agency's outstanding series 2018 Port Revenue Bonds. This is a strong indicator of the Port's leadership and effective management, showcasing the dedication of our Port Strong team to Guam's growth and stability. We are here, we are focused, and remain committed to delivering real, measurable results. This positive rating from Moody's underscores our advancement in operational efficiency and financial stability, further establishing the Port as a reliable hub for Guam's commercial and military needs.

- 4. Port Authority of Guam Joins Multi-Agency Strike Force Operation to Enhance Cargo Safety.** The Port Authority of Guam proudly participated in a coordinated Multi-Agency Strike Force Operation (MASFO) in early November, conducting unannounced regulatory inspections of cargo containers at the Port terminal yard. This joint operation, led by the U.S. Coast Guard, took place on November 6th and 7th and involved multiple federal and local agencies working together to ensure the safety and security of Guam's maritime operations.

Over the two-day exercise, a total of 148 containers were randomly inspected. The primary focus was to verify compliance with hazardous cargo regulations and to uphold the Port's stringent safety protocols. The inspections yielded positive results, with no major discrepancies identified, reaffirming the Port's commitment to safe handling practices and regulatory adherence.

We are grateful for the collaboration and support from all the agencies involved in this operation. These efforts ensure that we continue to uphold the highest standards in protecting our community and the flow of goods to our island. The MASFO was organized by the U.S. Coast Guard and included participation from:

- Port Authority of Guam
- Guam Customs and Quarantine
- U.S. Department of Agriculture
- USCG Investigations Section
- USCG Enforcement Team

These joint inspections not only enhance regulatory compliance but also strengthen interagency coordination, ensuring that all entities involved in cargo handling operate efficiently and safely. The Port Authority of Guam remains committed to collaborating with local and federal partners to safeguard the integrity of Guam's supply chain and maritime operations.

5. **Joint Region Marianas makes courtesy visit.** Officials from the Joint Region Marianas (JRM) made a courtesy visit to the Port Authority of Guam on November 6, 2024 to strengthen relationships and pledge to work together with the Port Authority of Guam on supporting mutual plans for the future. The goal of the JRM courtesy visit was to get an in-person understanding of the Port modernization plans and challenges as it relates to the interconnectedness of the Transportation Critical Infrastructure sector on Guam and the dependency on the Port Authority of Guam for all critical infrastructure sector support in the region.

The Port is an indispensable component of the Joint Region Marianas' mission in the Pacific. It supports a range of critical activities, from military deployment and readiness to humanitarian relief operations, all while serving as a key logistical and strategic hub for U.S. military forces in the region. Its location, infrastructure, and capabilities make it essential to the U.S. military's ability to project power, respond to crises, and maintain security in the Indo-Pacific region.

In attendance were LtCol Devin Jewell, JRM J3 Plans Officer (Critical Infrastructure), MSgt James McGilton, JRM J3 Operations Planner (Critical Infrastructure), JRM Director Port Operations Jeff Ziemer (NBG), JRM Deputy Director of Port Operations Jeff David (NBG), along with the Port Management team - myself, DGMs Dominic

Muna and Pacifico Martir, Corporate Services Manager Vivian Leon, Chief Planner Joe Javellana and CIP Manager Clarence Lagutang.

6. **Cabras Marine Christens New Tug.** Congratulations to Cabras Marine Corporation for christening their newest tug Olympia on November 7, 2024 at their Apra Harbor location. Governor Lou Leon Guerrero attended the event as well as Port Deputy General Managers Dominic Muna and Pacifico Martir, and myself. Since 1975, Cabras has been the leading provider of tug and harbor pilotage services in Guam and CNMI, demonstrating unwavering commitment to our islands.
7. **Port Authority of Guam Celebrates Employee Excellence at Port Week Grand Finale.** On November 8, 2024, the Port Authority of Guam marked the close of Port Week with a Grand Finale and Employee Recognition Ceremony that was held to honor the outstanding contributions and dedication of Port Strong employees. This year's event, which capped off the week-long celebration of the Port's 49th anniversary, was attended by dignitaries, community leaders, and Port employees and held at Top O' The Mar in Nimitz Hill. For nearly half a century, it's been the grit—defined by perseverance, passion, and unwavering commitment—of every Port Authority employee that has kept the Port strong and resilient. This 'Port Strong' spirit, a testament to pushing through challenges with dedication and resilience, is the backbone of Guam's economy and an essential pillar of our national security. We honor each individual, past and present, whose grit has shaped a legacy that keeps Guam and our region moving forward. As we celebrate these 49 years, let's recognize that it's this same grit that will guide us as we look ahead to continue making bold moves and strategic decisions to truly enhance and modernize the Port of Guam, with all employees and their families as the reason for our administration's being.

A highlight of the event was the Annual Awards, where employees and divisions were recognized across multiple categories for going above and beyond in their roles. These awards included:

- Employee of the Year (Category I)..... Brenda Ann T. Atalig
- Employee of the Year (Category II)..... Jacqueline A. Cruz
- Employee of the Year (Category II)..... Gerdie H. Sicat
- Supervisor of the Year (Category I)..... Donna Lizama-Acosta
- Supervisor of the Year (Category II)..... Gus Alan D. Aromin
- Supervisor of the Year (Category II)..... Derrick M. Balajadia

- Outstanding Work Center (Category I)..... Marketing Division
- Outstanding Work Center (Category II)..... Transportation Division
- Good Housekeeping Work Center (I)..... General Manager's Office
- Good Housekeeping Work Center (II)..... Corrosion Control

In addition to the Annual Awards, recognition was also given to employees for Sick Leave and Years of Service. Notable recognition included:

- **Years of Service:** The Port Authority celebrated long-standing service with recognition for employees reaching 20, 25, 30, 35, and 40 years. Among the honorees were Lina M. Quinata and Victor Q. Duenas, each celebrating 40 years and Frank B. Santos, Carol V. Jenkins, David C. Taitano, Antoinette M. Mafnas and Frances T. Cepeda celebrating 35 years of service. Honored for 30 years of service were Albert I. Tudela, Betty Ann P. Wusstig-Perez and Rory J. Respicio.
- **Sick Leave Accumulation:** Honorees included Chief Financial Officer Jose B. Guevara, III (5,000 hours) and Deputy General Manager of Operations Dominic G. Muña (3,500 hours), along with more than a dozen other employees who demonstrated dedication to their roles and responsibility toward their fellow team members.

We are immensely proud of our team, whose grit and dedication embody the spirit of Port Strong. We honor not only the milestones they've achieved, but also the critical role each of them plays in keeping Guam's economy moving forward. The Port Authority of Guam's Employee Recognition Ceremony continues a legacy of appreciation for the hard work and dedication that define Port Strong. As the Port looks ahead to its 50th year, the commitment of its employees remains central to its mission of serving Guam and the region.

8. **Relay for Life.** The Port Authority of Guam rallied with the island community on November 9, 2024 for the annual Relay for Life held at the University of Guam Fieldhouse. The annual fundraising event is organized by the American Cancer Society (ACS) and raises awareness about cancer, honors survivors, remembers those who lost their battle, and funds critical cancer research and support services. The Port employees raised \$4,184.00 this year for the fight against cancer and ranked 2nd among all Government of Guam agencies that participated in the fundraising event. A total of \$33,217.00 was raised by Government of Guam agencies.

9. **Port Authority of Guam Prepares for Tropical Storm Man-Yi.** On November 12, 2024, the Port Authority of Guam took proactive measures to prepare for the passage of Tropical Storm Man-Yi and initiated its storm preparation procedures in the morning hours. Key preparations included lowering container stacks to two-high configurations and securing the gantry cranes to withstand high winds. These efforts are crucial to ensuring that the Port remains operationally resilient and that critical cargo movements can resume swiftly once conditions improve.

The U.S. Coast Guard Captain of the Port (COTP) declared Port Heavy Weather Condition X-RAY for the Port, with an expected transition to Port Heavy Weather Condition YANKEE as early as the afternoon. Port Condition designations are used by the U.S. Coast Guard to safeguard port facilities and maritime operations during severe weather:

- **Condition X-RAY:** This designation indicates that a tropical storm or typhoon may threaten the area within 48 hours.
- **Condition YANKEE:** The declaration of Condition YANKEE signals that tropical storm-force winds are expected within 24 hours. At this stage, all commercial ships still present need to get ready to finish loading and unloading their cargo and leave the Port of Guam and all big commercial ships, those equal to or bigger than 200 tons, must leave, and no more ships are allowed to enter the port.
- **Condition ZULU:** Signifies that severe weather conditions are expected within 12 hours. All port activities cease, and no vessels are allowed to enter or leave the port until the Coast Guard lifts the condition. At this level, the Port is entirely locked down to protect critical infrastructure and ensure personnel safety.

We are committed to ensuring the safety of our personnel, equipment, and cargo operations. Our team has once again demonstrated the dedication and professionalism that define the Port Strong spirit. By preparing early, we can minimize disruptions and continue serving our island community effectively. The Port Authority continues to work closely with federal, local, and military partners to monitor the storm's progress.

Port Moves to Heavy Weather Condition Yankee. On November 12, 2024, the Port Authority of Guam has escalated its storm readiness status in response to Tropical Storm Man-Yi as the U.S. Coast Guard officially declared Port Heavy Weather Condition YANKEE at 6 p.m. This heightened alert level reflects the increased

likelihood of tropical storm-force winds impacting Guam within the next 24 hours. Under Condition YANKEE, all vessels are required to take final safety measures to protect themselves and the Port's infrastructure. We prioritized the safety of our community, employees, and critical infrastructure. Our team has been working diligently to secure the Port since the morning hours, and we are fully prepared to withstand the storm. The safety of our operations and the continuity of our essential services remain our top priorities.

Port Placed in Heavy Weather Condition ZULU. On November 13, 2024, the United States Coast Guard has officially escalated the Port Authority of Guam's readiness status to Port Heavy Weather Condition ZULU as of 12 a.m. This change follows earlier readiness levels of Condition X-RAY at 9:00 a.m. and Condition YANKEE at 6:00 p.m. Port Condition ZULU is the highest level of storm preparedness and signals that tropical storm or typhoon-force winds are expected within 12 hours or less. Under this condition, the Port is fully secured, and all operations are halted to ensure the safety of the Port, its employees, and the broader community.

We have moved swiftly through the various stages of preparedness, and with Condition ZULU now in effect, we are focused on safeguarding our facilities and ensuring the safety of our employees and the island community. The Port Strong team has shown exceptional dedication and resilience, securing the Port against potential impacts. We will resume operations as soon as it is safe to do so.

Port resumes operations with arrival of Matson vessel - assessments of facilities are ongoing. On November 13, 2024, Operations at the Port Authority of Guam have resumed with the arrival of Matson's Daniel K. Inouye container vessel at 4:00 p.m. Meanwhile, assessments for the rest of the facilities are ongoing following the passage of Tropical Storm Man-Yi.

At 1 p.m., the U.S. Coast Guard placed the Port back in Port Heavy Weather Condition WHISKEY and port operations resumed. Following the declaration of Condition of Readiness 4 by Acting Governor Josh Tenorio, the Port Authority of Guam resumed operations at 1 p.m. Gantry cranes G5 and G6 are currently operational and ready to discharge cargo from Matson's Daniel K. Inouye container vessel. Gantry crane G4 is still undergoing assessment, and updates on its status will be provided once it becomes operational. The Port team remains committed to ensuring the safe and efficient handling of cargo to meet the needs of our island community and our region.

Port Sustains No Damage During Tropical Storm Man-Yi; Operations Resume Smoothly. On November 14, 2024, the Port Authority of Guam announced that the island's vital seaport facilities sustained no damage during the passage of Tropical Storm Man-Yi. Comprehensive inspections conducted by PAG staff confirmed that all infrastructure and equipment remain fully intact. Thanks to the extensive preparations and coordinated efforts of our dedicated team, the Port remains fully operational, ensuring the continuous flow of goods to the island.

In preparation for Tropical Storm Man-Yi, the Port Authority of Guam implemented a series of precautionary measures, such as lowering container stacks to two-high configurations and securing the gantry cranes to withstand high winds. These proactive steps, taken well in advance of the storm's arrival, were crucial in safeguarding critical assets and ensuring the swift resumption of normal operations.

The resilience and dedication of our Port Strong team once again proved invaluable in preparing for and responding to Tropical Storm Man-Yi. Our preparedness and quick recovery reflect the strength of our workforce and our commitment to serving the people of Guam. Special recognition is extended to the Equipment Maintenance Division, under the leadership of Kin Pangelinan and Shine San Agustin, for their outstanding efforts in protecting our vital equipment. The crane mechanics and maintenance team worked diligently to bring all three gantry cranes back online shortly after the storm passed, ensuring that cargo operations could resume without delay. Their hard work and expertise were instrumental in enabling Matson's vessel, the Daniel K. Inouye, to continue discharging cargo today.

Every division of the Port played a crucial role in storm preparedness, from securing facilities to safeguarding equipment, and we extend our deepest thanks to all involved. The tireless efforts of our Operations, Terminal, Harbor Master, and Safety divisions were essential in ensuring the safety of the Port, its personnel, and its assets. As we move forward, the Port remains committed to our mission of providing uninterrupted service to Guam's residents and businesses. We will continue to prioritize the safety of our staff and the community while supporting the island's economic resilience.

10. Port GM Highlights Strategic Infrastructure Projects at Guam Industry Forum 2024.

I delivered an insightful presentation at the Guam Industry Forum 2024 that emphasized the critical role of the Port in enhancing regional security and economic

growth. The event, held at the Dusit Thani Guam Resort from November 14-15, 2024, gathered industry leaders, government officials, and military representatives to discuss collaborative initiatives aimed at fortifying Guam's infrastructure amidst growing strategic demands in the Indo-Pacific region.

Building Resilience and Advancing Growth

The presentation, titled *"Building Resilience and Strategic Growth: Advancing Guam's Port Infrastructure for Regional Security and Economic Vitality,"* outlined the Port's ongoing capital improvement projects (CIP) designed to enhance the island's defense capabilities and economic resilience. Highlighting the Port's pivotal position as the largest deep-water seaport in the Western Pacific, I underscored its strategic significance for the U.S. military, especially as Guam plays a key role in the defense and logistics chain in the Indo-Pacific theater. Our infrastructure improvements are not just about capacity growth; they are about ensuring Guam remains a reliable partner in regional security. By investing in resilient port facilities, we are supporting the strategic priorities of the United States and ensuring that Guam can effectively respond to both military and disaster relief operations.

Strategic Upgrades for Regional Security

During the presentation, I shared details on the Port's recent and upcoming projects, which are essential for supporting military operations in the region. Notable initiatives include:

- Service Life Extension Projects for key wharf facilities, ensuring they meet the demands of increased military and commercial activity.
- The procurement of new Ship-to-Shore (STS) gantry cranes through a multi-step bid process, enhancing the Port's capacity to handle increased cargo throughput.
- Investments in critical fuel infrastructure projects, aimed at bolstering Guam's readiness and sustainability for both defense and civilian needs.

I also highlighted the Port's participation in the America's Marine Highway Program and ongoing sustainability efforts, including the acquisition of EPA DERA Tier-4 ultra-low sulfur diesel terminal tractors and a funded Net Zero Emissions Strategy, supported by a \$2.24 million EPA Clean Ports Program award.

Collaborating for Economic and Environmental Sustainability

The presentation also emphasized PAG's commitment to sustainability and environmental stewardship, with projects focused on energy-efficient technology, sustainable materials, and green practices. These initiatives not only support Guam's economic development but also align with global environmental standards, ensuring the Port's operations remain eco-friendly while meeting the island's growing logistical needs.

The collaboration between the Port Authority, federal agencies, and local stakeholders has been instrumental in the successful execution of these projects. Our partnerships are essential to advancing these strategic projects, which in turn enhance the resilience of Guam's infrastructure.

Looking Ahead: Opportunities for Collaboration

The forum provided an opportunity for industry leaders and government representatives to explore ways to work together in addressing Guam's infrastructure challenges. As part of the ongoing discussions, I highlighted opportunities for further collaboration between military and civilian stakeholders to ensure Guam's infrastructure is prepared to meet future demands.

We are committed to sustaining Guam's growth, securing its strategic position in the Indo-Pacific, and ensuring that our port infrastructure is resilient, sustainable, and ready for the challenges ahead.

The Guam Industry Forum, hosted by the Society of American Military Engineers (SAME), is a premier event that focuses on aligning local and military interests to strengthen infrastructure and economic development in the region. This year's theme, "*Building Resilience Together*," brought attention to the pressing need for strategic investments in Guam's infrastructure to support regional defense and economic stability.

- 11. Matson Inaugurates New Barge "Islander" for Transshipment Cargo to Micronesian Islands.** On November 21, 2024, the Port Authority of Guam shared in the celebration of a momentous occasion with the inaugural voyage and blessing ceremony of the new Matson barge *Islander*. The vessel, built specifically for this region, will serve as a key player in transporting transshipment cargo between Guam and neighboring Micronesian islands, enhancing the region's connectivity and

logistical operations. Matson, a long-time partner of the Port Authority of Guam, has been a trusted service provider for over 25 years, contributing significantly to the region's economic and supply chain growth. The *Islander* represents Matson's continued commitment to investing in Guam and its surrounding islands, strengthening the vital maritime link that serves the local communities and businesses.

The ceremony, which took place at F3 wharf, included a special blessing for the vessel by Father Richard Kidd, special remarks from Governor Lou Leon Guerrero and Matson Vice President of Sales Bernie Valencia. I also delivered remarks, and had expressed appreciation for Matson's ongoing partnership and the positive impact that the *Islander* will bring to the region. I highlighted how the new barge would not only help facilitate the transportation of goods but also support the economic resilience of Micronesian islands by ensuring the timely delivery of essential supplies. This investment by Matson signifies their unwavering commitment to Guam and the broader Micronesian region. We are excited for the opportunities this new barge will bring, strengthening our ability to serve the people of Guam and our neighbors in Micronesia. The *Islander* will ensure the efficient movement of goods, providing critical support to our region's businesses and communities.

With a history of providing dependable service and fostering strong partnerships, Matson's investment in the *Islander* underscores the company's dedication to the people of Guam and the greater Pacific region. As the *Islander* embarks on its maiden voyage, the Port Authority of Guam looks forward to the continued growth of its maritime operations and the positive impact on regional trade and logistics.

- 12. Brigadier General with INDOPACOM visits the Port.** On November 22, 2024, Brigadier General Christopher K. Faurot, Mobilization Assistant to the Commander, U.S. Indo-Pacific Command, visited the Port Authority of Guam to meet with Port General Manager Rory J. Respicio. The visit included a tour of the Port's facilities and discussions on its critical role in supporting local and national security operations in the Indo-Pacific region. The Port of Guam serves as a cornerstone of U.S. defense infrastructure, ensuring seamless support for military and civilian operations essential to the Pacific region's security. The tour highlighted the Port's readiness initiatives and ongoing efforts to address infrastructure challenges to meet increasing demands.

We are grateful for Brig. Gen. Faurot's visit and the opportunity to showcase the Port of Guam's strategic importance. The Port stands at the intersection of economic vitality and national defense. With the full support of Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, and our Board of Directors, we are focused on enhancing the Port's readiness through critical infrastructure upgrades, including the replacement of our aging gantry crane.

Brig. Gen. Faurot's visit underscored the importance of collaboration between the military and local leadership in bolstering the Port's infrastructure and ensuring its long-term operational readiness. Discussions focused on inter-agency coordination and strategic investments that enhance the Port's ability to support the growing demands of military logistics and commercial shipping.

The leadership of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio has been pivotal in advocating for the Port's infrastructure development as part of Guam's broader readiness strategy. The guidance and oversight of our Board of Directors continue to ensure we are aligned with national security priorities and positioned to meet the evolving needs of our region.

As the primary gateway to the Indo-Pacific, the Port of Guam remains vital to U.S. military power projection and contingency response capabilities. Investments in infrastructure, including replacing critical equipment like gantry cranes, are essential for sustaining the Port's dual role as a logistical hub for military and commercial operations. This visit reaffirms the shared commitment of military and civilian leaders to maintain Guam's strategic readiness and ensure the Port's continued role in safeguarding regional security and economic stability.

- 13. Port Receives New Telescopic Boom Lift.** A brand new state-of-the-art 180' telescopic boom lift has arrived at the Port Authority of Guam. The acquisition of this cutting-edge equipment, delivered to the Port on November 22, 2024, is a key milestone in enhancing the Port's capabilities and improving operations. The purchase of the new boom lift, made possible through the FY2022 America's Marine Highway Program, was awarded by the U.S. Department of Transportation's Maritime Administration (MARAD). The grant, totaling \$517,205.41, was approved on June 10, 2024 and is part of the \$5.7 million that was awarded in October 2022 for the expansion of the Port's fleet of specialized container yard equipment. It is part of the federal government's ongoing commitment to support the development and modernization of port facilities

across the country. The 180' telescopic boom lift, manufactured by JLG Industries, Inc., will significantly increase the Port's ability to safely and efficiently handle high-reach tasks, primarily for the maintenance of the gantry cranes and buildings, as well as inspection and other operational needs throughout the Port's facilities. This investment will enhance productivity and contribute to the Port's long-term growth and success, reinforcing its role as a critical hub for trade and transportation in the Pacific region.

The acquisition of this advanced telescopic boom lift is a testament to our commitment to improving the safety, efficiency, and capability of our operations. We are grateful for the support of MARAD and the America's Marine Highway Program, which continues to play a vital role in strengthening the Port's infrastructure. This lift will allow our team to perform tasks at greater heights with enhanced safety, ensuring we are ready to meet the growing demands of our maritime industry. We would like to thank Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio and the Board of Directors for their support and guidance on this project.

The Port is implementing a plan to make the telescopic boom lift available for rental to industry partners at fair market rental prices when it is not in use or scheduled for operations by the Port's maintenance section. This initiative aims to maximize the utility of the equipment while supporting the needs of the broader community.

14. **Draft of Port Authority of Guam Look Ahead 2025 Strategic Vision and Key Priorities Submitted for Review.** We have completed a draft of the **Look Ahead 2025: Strategic Vision and Key Priorities**, which outlines a comprehensive roadmap for enhancing Guam's pivotal role in commerce and defense. This draft, attached to this General Manager's Report, was developed collaboratively across all divisions, builds on the achievements of 2024, and sets the strategic direction for 2025.

Key highlights include:

- **Critical Infrastructure Projects:** Replacement of aging Ship-to-Shore (STS) cranes, wharf modernization, Area A Fuel Storage Facility rehabilitation, and leveraging public-private partnerships (P3s) to advance fuel pier upgrades and the Hotel Wharf project.

- **Workforce Development:** A strengthened focus on mentorship programs, leadership training, succession planning, and cross-training to ensure employee readiness and operational flexibility.
- **Sustainability Initiatives:** Commitment to zero-emission and zero-waste goals, supported by findings from the EPA Clean Ports Program and additional federal funding.
- **National Security Alignment:** Continued advocacy for the Port Readiness Plan and infrastructure upgrades critical to the Indo-Pacific strategy.

We are providing this draft to ensure the Board has an opportunity to review and provide feedback. We intend to present the final version for adoption at next month's Board meeting. Once approved, this strategic vision will serve as the Port's guide for the year ahead, reinforcing our dedication to modernization, resilience, and sustainability in addressing Guam's economic and national security priorities.

Port Authority of Guam

Look Ahead 2025: Strategic Vision and Key Priorities

Introduction and 2024 Highlights (Page 1)

The Port Authority of Guam serves as the island's lifeline, handling 90% of incoming goods and 30% which include military-related operations. With the Indo-Pacific region taking center stage in global security, the Port's readiness is critical to commercial and defense priorities.

In 2024, the Port achieved significant milestones, including:

- Securing federal funding for zero-emission projects under the EPA Clean Ports Program.
- Advancing key infrastructure upgrades, including wharf modernization and crane replacement.
- Demonstrating resilience through rapid recovery after Typhoon Mawar.

These accomplishments, with clean audits, improved bond ratings, and enhanced workforce development programs, reflect the Port's commitment to operational excellence, sustainability, and alignment with Guam's strategic needs.

As we look ahead to 2025, our priorities will focus on completing critical upgrades, fostering a resilient workforce through ongoing succession planning, and aligning initiatives with Guam's long-term growth and security objectives.

Strategic Framework (Page 2)

Keep the Governor's Page

Aligned with the Governor's One Guam Strategic Framework and the U.S. Indo-Pacific Strategy, the Port's initiatives continue to integrate national, regional, and local priorities to ensure Guam's critical role in the Pacific is fully supported.

Port's 2023 Master Plan and Ongoing Priority Initiatives (Page 3)

1. STS Crane Replacement

The Port's aging Ship-to-Shore (STS) gantry cranes, now over 40 years old, remain a top infrastructure priority. A Department of Defense (DoD) gap analysis highlighted the urgent need for replacements, with the risk of a single crane failure delaying critical military readiness programs by up to four years.

Progress in 2024 included securing funding for one replacement crane, but meeting long-term operational needs requires three new cranes. Efforts are underway to address procurement challenges, including cybersecurity risks tied to foreign manufacturing, while securing additional federal funding in collaboration with the DoD and Department of Transportation.

2. Fuel Pier Replacement

The Golf Pier, heavily damaged during Typhoon Mawar, and the aging F1 Pier are vital to Guam's fuel supply chain. The Port Board approved pursuing a public-private partnership (P3) to finance these replacements, ensuring progress without overburdening Port resources.

3. Hotel Wharf and Access Roadway Rehabilitation

This \$100 million project, which includes reconstructing the 1948 wharf and upgrading access roadways, is critical for modernizing cargo operations and ensuring structural integrity. Progress with MARAD is ongoing, with funds strategically reallocated to secure a replacement gantry crane. These efforts reflect the Port's balance between addressing immediate priorities and long-term infrastructure needs.

4. Wharf Replacement (Berths F2 through F6)

This critical infrastructure project, supported by a \$17.9 million RAISE grant and an additional \$3.58 million from Port funds, focuses on upgrading 1960s-era berths to enhance earthquake resilience and operational reliability. These wharves are essential for container, bulk, and general cargo operations and directly support Guam's commercial and defense activities.

5. Area A Fuel Storage Facility Rehabilitation

This initiative replaces above-ground fuel storage tanks and related infrastructure to meet growing local, regional, and defense fuel demands. The project, currently in the RFP phase, integrates a P3 model to leverage private-sector expertise. With approvals required from the Port Board, Guam Legislature, and the Governor's Office, the upgraded facility will bolster energy resilience and align with Indo-Pacific military strategies.

6. IT Improvements

Upgrades to the Terminal Operating System (TOS), IT infrastructure, and cybersecurity continue to enhance operational efficiency and data security, aligning with federal collaboration requirements.

These enhancements include strengthening cybersecurity through targeted training programs and adopting industry best practices to safeguard critical infrastructure and data. Efforts also focus on IT succession planning and cross-training initiatives to ensure continuity, flexibility, and preparedness for evolving technological demands. Additionally, integrating IT systems with operational technology (OT) supports both traditional IT functions and specialized operational needs, ensuring seamless and secure digital environments. These improvements prioritize practical, forward-looking IT solutions, aligning with the Port's broader goals of modernization, resilience, and sustainability.

7. Port Buildings Demolition & Replacement

Outdated 1960s structures are being replaced with modern facilities tailored to current and future operational needs.

8. Workforce Development, Succession Planning, and Out-of-Position Assignments

The Port's workforce initiatives focus on preparing employees for long-term success and operational flexibility:

- **Succession Planning:** Formal programs identify high-potential employees and provide targeted development opportunities to prepare them for leadership roles.
- **Mentorship and Leadership Training:** Knowledge transfer and leadership workshops equip employees with the skills needed for future challenges.
- **General Manager's Policy on Out-of-Position Assignments:** Temporary assignments are permitted only for employees who have the necessary skills to perform the assigned duties. Emergency assignments must be certified by the General Manager, specifying the nature of the emergency and the justification for the certification. This ensures assignments align with operational needs while maintaining fairness and compliance with personnel policies.
- **Desk Audit Policy:** Regular desk audits align roles and responsibilities with current organizational needs, identifying redundancies and skill gaps. These audits enable targeted employee development and ensure workforce resources are optimally utilized.
- **Cross-Training:** Employees are empowered to take on diverse roles, ensuring workforce flexibility and operational resilience.
- **Safety and Emergency Preparedness:** Updated certifications, emergency response drills, and lessons learned post-Typhoon Mawar strengthen disaster readiness.

2025 Roadmap: Strategic Priorities

The Port's roadmap for 2025 emphasizes resilience, operational excellence, and sustainability to strengthen its role as Guam's critical hub for commerce and defense.

Key Infrastructure Projects

- Complete essential upgrades, including the Area A Fuel Storage Facility, wharf modernization, and crane replacements to enhance resilience for Guam's commercial and defense demands.
- Leverage Public-Private Partnerships (P3s) to expedite large-scale infrastructure projects while minimizing financial strain.

Workforce Development and Employee Engagement

- **Desk Audit Policy:** Align roles and responsibilities with current needs, eliminate redundancies, and identify skill gaps to target training and optimize resource allocation.
- **Employee Morale and Well-being:** Enhance engagement through recognition programs, team-building activities, and flexible work arrangements.
- **General Manager's Policy on Out-of-Position Assignments:** Temporary assignments are permitted only for employees with the necessary qualifications. Emergency assignments must be certified by the General Manager, ensuring compliance with personnel guidelines and operational priorities.
- **HR Process Automation:** Streamline performance evaluations, employment verifications, and workforce management through E1 system automation.
- **IT-Specific Initiatives:** Workforce development remains a key focus across all divisions, with IT-specific efforts centered on cross-training, succession planning, and mentorship programs. These initiatives equip the IT Division with the skills and continuity needed to address evolving challenges while maintaining operational excellence.
- **Safety and Emergency Preparedness:** Provide updated certifications and emergency response training to strengthen personnel readiness for crises.
- **Succession Planning, Training, and Cross-Training:** Implement mentorship programs, leadership training, and cross-training initiatives, including advanced maintenance technician training, to prepare employees for future roles, enhance workforce adaptability, and maintain seamless operational continuity.

Maintain Operational Efficiency and Capacity

- Optimize vessel operations by adhering to established service standards and schedules.
- Align decision-making with the Port's financial objectives, ensuring cost efficiency.
- Leverage data-driven tools to monitor performance metrics and trends, fostering cross-divisional collaboration to address underbillings and align operational reporting with financial systems.
- Ensure compliance with CBA schedules, tying overtime directly to vessel operations for improved fiscal accountability and operational effectiveness.

Maintenance and Equipment Reliability

- **Preventive and Predictive Maintenance:** Automate maintenance systems to improve equipment reliability and reduce downtime.
- **Vendor Collaboration:** Strengthen partnerships with suppliers to ensure cost-effective and timely access to spare parts and equipment.
- **Automated Budget Dashboard:** Implement real-time monitoring to enhance financial planning and resource allocation for maintenance.

Financial Strategy

- **Revenue and Reporting Improvements:** Address underbillings and align operational data with financial systems for transparency and compliance with management tariff initiatives.
- **Sustainable Debt Management:** Maintain fiscal discipline while utilizing board-approved bond financing for key infrastructure projects.

Commercial Division and Tenant Relations

- **Lease Management:** Streamline workflows and strengthen compliance processes to address tenant non-compliance efficiently.
- **Stakeholder Communication:** Enhance relationships with tenants through the Tenant Feedback System, improving service delivery and communication.

Sustainability and Environmental Initiatives

- Set measurable goals for emissions reduction, waste management, and energy efficiency.
- Leverage the Zero Emission/Zero Waste Study as a framework for sustainable operations, integrating findings into the 2023 Master Plan.

- Secure additional funding from programs like EPA Clean Ports to advance green initiatives.
- Strengthen the role of the Environmental Compliance Administrator to oversee sustainability efforts and compliance with local, federal, and international regulations.

National Readiness and Federal Collaboration

- Advocate for the Port Readiness Plan, aligning infrastructure projects with national security priorities.
- Pursue federal funding for critical infrastructure upgrades and crane replacements.
- Develop resilience-focused initiatives, including an updated white paper emphasizing the Port's strategic importance in the Indo-Pacific.

Conclusion: A Vision for the Future

Building on the accomplishments of 2024, the Port Authority of Guam's 2025 Look Ahead reaffirms its commitment to modernization, sustainability, and resilience. As Guam's lifeline – facilitating 90% of incoming goods and supporting 30% of military operations – the Port's readiness remains essential to both the economy and national security.

Over the past six years, under the collaborative leadership of the Leon Guerrero-Tenorio Administration, a progressive Board of Directors, and the unwavering dedication of management and staff, the Port has achieved clean audits, improved bond ratings, and demonstrated resilience during crises such as the COVID-19 pandemic and Typhoon Mawar. These milestones have solidified a strong foundation for the future.

In 2025, the Port will prioritize advancing critical infrastructure projects, enhancing workforce development through mentorship, succession planning, and cross-training, and implementing sustainability initiatives. Public-private partnerships will remain pivotal in funding and expediting vital projects like fuel pier replacements and gantry crane procurement, ensuring the Port's infrastructure is ready to meet the evolving needs of commerce and defense in the Indo-Pacific region.

The urgency of modernization is underscored by aging infrastructure, such as the 40-year-old gantry cranes, which pose significant risks to operational efficiency and military readiness. Addressing these challenges through collaboration and innovation, the Port continues to thrive, adapting to evolving demands and laying the groundwork for long-term success.

The accomplishments of these past six years reflect the unified efforts of the Port's leadership, management, and staff. By advancing modernization, workforce development, and sustainability, the Port Authority of Guam is well-prepared to maintain its critical role as a resilient and dependable hub for commerce and defense in the Indo-Pacific.

15. General Manager's Notes for YTD Finances. We are providing the following summary for October 31, 2024:

REVENUES AND CARGO THROUGHPUT:

- The Port's total operating revenue as of October 31, 2024, is \$4.8 million, which is 7% or \$418K lower than the YTD revenue budget of \$5.2 million for October of FY25.
- The total number of containers handled in October is 7,055, which is higher by 1% or 43 containers compared to last year's YTD total of 7,012 as of October 2024. The total tonnage for non-containerized cargo stands is 21K revenue tons, a 63% increase from last year's October total of 13K revenue tons.

OPERATING EXPENSES:

- Overall operating expenses as of October 30, 2024, total \$5.7 million, which is 20%, or \$958K higher than the October FY25 budget of \$4.8 million. Some of the expenses that are high in the first month are General Insurance, Repairs and Maintenance, Professional Services and Supplies.

OVERTIME EXPENSE AND DIRECT LABOR REVENUE:

- Overtime for all the divisions for the month of October is \$181K, which is 39%, or \$51K, higher than the FY25 overtime budget
- The total Direct Labor revenue as of October is \$316K, 6.3% or \$21K lower than the FY25 budget of \$3.8M.

YTD OPERATING REVENUES MINUS YTD EXPENSES:

- Operating revenues minus operating expenses resulted in an operating loss of \$958K. After adding the net Other Income/Expenses totaling \$6 million, the final result for October is a net loss of \$1.1 million.
- The total days cash on hand is 709 days.

16. Status of Ongoing Awarded Grant Activities and Updates on Planned Grant Acquisitions.

- **USDHS/FEMA Port Security Grant Program. Acquisition of Port Police Personal Protective Equipment (PPE).** *Status Quo* - Awarded Vendor - Code1; Estimated Delivery - week of December 16, 2024.
- **U.S. Economic Development Administration (EDA) Fuel Pipeline Connectivity Project.** *Update* - PAG staff met with Amorient on November 22, 2024 to determine which valve pit construction option will be used moving forward with the 90% and final design submission by Amorient; planned design completion by December 2024.
- **Gantry Crane Acquisition.**
Status Quo:
 - **USDA Direct Loan**
 - PAG Finance is developing a Request for Proposal (RFP) to select a lender for commercial loan financing to replace the PAG's ship-to-shore gantry cranes.
 - The Port team is working with the local USDA office to complete the application process.
 - USDA guidance has been provided regarding the type of procurement the Port will execute.
- **MARAD Marine Highway Program**
Update:
 - Procurement and Planning Divisions prepared response to MARAD RFI on the usage of the Build America, Buy America (BABA) Waiver for Pacific Island Territories.
 - 180-ft telescopic boom lift was delivered November 22, 2024.
 - Procurement and Planning Divisions prepared response to MARAD RFI on the usage of the Build America, Buy America (BABA) Waiver for Pacific Island Territories.
- **Office of Local Defense Community Cooperation.** The PAG's recent grant application totaling \$1.45 million for its Owner's Agent/Engineer to conduct a Port Resiliency and Sustainability Study was granted by OLDCC through the Office of the Governor. *Update* - WSP transmitted the final draft of the Port Resiliency and

Sustainability Study report to the Port for review on November 4; Port completed its review, provided comments and is awaiting FINAL report.

- **EPA Diesel Emissions Reduction Act (DERA) Program.** PAG Procurement issued PO no. 20063-OS on August 27, 2024 for the purchase of two units under grant 98T77501. PAG submitted final reports for grants 98T27101 and 98T34801 on October 30, 2024. *Update* - Delivery is anticipated by May 2025.

- **US DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program.** The USDOT Office of the Secretary, through MARAD, approved the Port's no-cost modification, reallocating funds from Pier F-1 to support repairs for Wharves F-2 through F-6.
Update:
 - The environmental assessment remained active, with the draft Biological Survey Report and Draft Determination of Proposed Action under review and guided by consultants
 - Photographs of Pier F1 and Wharves F2-F6 were taken during the week of October 28 and completed on November 15, 2024, and were incorporated into the Section 106 HABS/HAER Report.
 - On October 18, PAG issued a public notice inviting feedback on the proposed designation of the Commercial Port as a Historic District and related mitigation measures. The public comment period ended on November 18, 2024. The PAG finalized its plans for submission to GSHPO and NPS.

- **Office of Insular Affairs Maintenance Assistance Program (MAP)**
Update:
 - Port Welding Shop Phase 1 & 2 Project - The contract and PO are being circulated for approval and signature. The next steps are to hold a pre-construction meeting and issue a Notice to Proceed (NTP).
 - Generator Maintenance Program - Maintenance services are ongoing monthly.

- **New Grant Award – U.S. EPA Clean Ports Program: Climate and Air Quality Planning Competition.** The U.S. EPA Clean Ports Program aims to reduce air pollution and greenhouse gas emissions at ports by supporting projects that adopt cleaner technologies and practices.

Update:

- Grant project amount was \$2,410,415 to fund the Net Zero Emissions Strategy Update and Implementation Plan.
- EPA accepted the Port's revised and updated Workplan, Budget and Timeline, and Summary Grant Program Report on November 15, 2024, with the SF424 on November 18, 2024.
- EPA Program Managers are hopeful that the funding will be obligated some time in mid or late January 2025.

- **New Grant Opportunity – U.S. EPA Environmental and Climate Justice Community Change Grants Program / Inflation Reduction Act Community Change Grants Program**

Status Quo:

- The PAG is awaiting notification of its selection to participate as a collaborator under the Community First application, which has a submission deadline of November 21, 2024.
- The three projects selected are (1) the PAG Installation of a Solar Photovoltaic (PV) System and Batteries Project, (2) the PAG Microgrid Feasibility Study Project, and (3) the PAG Route 11 Seawall Improvement Project.

- **New Grant Opportunity - 2024 NOAA Marine Debris Program- BoatUS Foundation Abandoned and Derelict Vessel (ADV) Removal Grant Program.**

Update - The Port submitted its application to BoatUS Foundation on November 21, 2024, with the revised project total of \$859,720.00, which includes the PAG's voluntary cost share of \$214,930.00.

- **New Grant Opportunity – Dept. of Commerce National Telecommunications and Information Administration (NTIA) Digital Equity Competitive Grant Program.** **Status Quo** - The Port has submitted its application and currently awaiting NTIA review and subsequent announcement.

- **Sport Fish Restoration and Sport Fishing and Boating Safety Act Program Maintenance of Public Boat Ramp at Agat Marina and Harbor of Refuge Improvements.** On October 1, 2024, PAG was awarded \$120,000 for the Agat Marina Southern Walkway Repairs under the assistance title 15.605 Sport Fish Restoration. Additionally, PAG received \$275,000 for the Pre-construction

Planning Grant for a Gangway and Courtesy Dock at the Guam Harbor of Refuge under the assistance title 15.622 Sport fishing and Boating Safety Act. Both grants were provided by the U.S. Fish and Wildlife Service through the Guam Department of Agriculture. *Update* - The draft Memorandum of Understanding (MOU) is currently under development by DOAg and is anticipated to be finalized in Q1 2025.

- **New Grant Opportunity - U.S.DOT Federal Highway Administration (FHWA) Low-Carbon Transportation Materials Program (LCTM)**
 - On November 26, 2024, the PAG, with the assistance of its OAE WSP and subcontractor Jacobs, submitted its application to the FHWA LCTM program for its project, Port Authority of Guam Low-Carbon Transportation Materials Study, which proposes activities to identify and test locally sourced low-carbon recycled waste materials to determine suitability for use in eligible Federal-aid projects and incorporation into future transportation plans or updates for Guam.
 - The total project cost is \$2,309,829.00.

17. **Port Revenue Bonds Project Status.** As of November 26, 2024, the attachment provides information on the status of the revenue bond projects, which include the rehabilitation of the hotel wharf, repairs and improvements to the golf pier, waterline replacement/relocation, upgrades to the EQMR building, repairs and upgrades to warehouse one, construction of a new admin annex building, and other priority projects.

Respectfully submitted,


Rory J. Respicio
General Manager

2018 Port Revenue Bonds Status Report As of November 26, 2024

Bond Project	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/REP/PO Number	Status
Rehabilitation of "H" Wharf	\$46,331,895.00	\$1,706,408.65	\$44,625,486.35	PO No. 17043-07 for \$2,249,945.54 awarded to GHD Inc. New Contract Amount: \$2,656,621.37 PO No. 18140-05 was issued to Sumitomo Mitsui Construction Company, Ltd. for \$46,331,895.00	Resolution No. 2024-01 authorized the PAG GM to temporarily pause H-Wharf construction, procure additional gantry cranes, and establish comprehensive strategic measures for port operational enhancement and financial reallocation. WSP is in the process of updating the design to meet the current engineering codes.
Golf Pier Repairs and Improvements	\$2,000,000.00	\$372,147.93	\$1,627,852.07	RFP No. 2019-02: A&E Design for \$484,000.17 awarded to NC Macario	Golf Pier was rendered inoperable after Typhoon Mawar. The PAG along with its OAE have developed cost estimates that are currently under review by FEMA. This review is ongoing.
Waterline Replacement and Relocation	\$6,000,000.00	\$3,610,727.25	\$2,389,272.75	PO No. 1779005 for \$4,856,568.91 awarded to BME & Sons Inc.	Pipe installation along wharves F4 to F5 is ongoing. The first section of the new waterline near the fire water tank has been connected. The project's estimated completion date is December 2024.
EOMR Building Repairs and Upgrades	\$3,628,800.00	\$2,713,409.51	\$915,390.49	PO No. 1800705 for \$3,980,000.00 awarded to JJ Global Service	The repair & paint work as well as lead based paint abatement has been completed. Electrical work is ongoing. The next step is installation of the fire sprinkler system.
Warehouse 1 Repairs	\$2,000,000.00	\$447,013.13	\$1,552,986.87	RFP No. 2019-03: A&E Design for \$1,406,427.48 awarded to NC Macario	The Construction IFB was published on November 25, 2024. The current bid submission deadline is January 3, 2025.
Other Priority Projects 1. Repair of F-1 Fuel Pier and wharves F-2, F-3, F-4, F-5, and F-6 waterfront facilities 2. Upgrade of the Port's IT system	\$4,980,745.00	\$222,668.79	\$4,758,076.21	See status	1. Please refer to MARAD RAISE - Wharves Service Life Extension Hardening of Wharves F1-F6 for more information. 2. The TOS Upgrade scope of services is under Procurement and Legal review. Status Quo.
Other Priority Projects - EnterpriseOne Financial Management System	\$2,500,000.00	\$2,497,129.65	\$2,870.35	See status	Multifactor authentication and Vertex upgrades have been completed. Module updates are ongoing for vessels and SSRs. An RFP for joint comprehensive support services with GPA, GIAA, and the lead agency GWA is ongoing. The PAG is also exploring additional applications such as employee self serve and dashboards. Status Quo.
New Admin. Annex Building	\$10,445,000.00	\$0.00	\$10,445,000.00	See status	Project is currently on hold pending Management decision.
Grand Total	\$77,886,440.00	\$11,569,504.91	\$66,316,935.09		



PORT OF GUAM
ATURIDAT I PUETTON GUAHAN
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Website: www.portofguam.com



Lourdes A. Leon Guerrero
Governor of Guam
Joshua F. Tenorio
Lieutenant Governor

November 20, 2024

MEMORANDUM

To: Board of Directors

From: Rory J. Respicio, General Manager *Rory Respicio*

Subject: Request for Creation of Position of an Equipment Maintenance Manager

Hafa Adai! On October 31, 2024, the Board of Directors approved Resolution 2024-15, relative to requesting for creation of position of an Equipment Maintenance Manager and approval to not merge the Operations and Equipment Maintenance Divisions based on the following:

On September 26, 2024, the Board of Directors passed Resolution 2024-14, relative to holding in abeyance the merger of Operations and Equipment Maintenance Divisions, the amendment of the Operations and Equipment Maintenance Manager and address the impact of the realignment on the Organizational Structure. Resolution No. 2024-14, approved the following:

1. To hold in abeyance only the merger of the Operations and Equipment Maintenance divisions, allowing the General Manager to further assess whether the merger would provide additional benefits to the Port Authority of Guam's operations or whether the succession plan should be amended to allow for the Maintenance Manager position to be amended to the Equipment Maintenance Manager position, reflecting the current organizational structure.
2. Maintaining the current salary structure for the Operations Manager and Maintenance Manager positions, with no salary increases, as the merger of the Operations and Equipment Maintenance Manager positions will be held in abeyance.
3. Authorized the General Manager to retain the Operations Manager and Maintenance Manager positions, without abolishing them, and to continue filling the Maintenance Manager position in an acting capacity pursuant to the Port's Personnel Rules and Regulations.
4. Supported the General Manager's continued assessment of the operational needs of the Port Authority, specifically regarding the potential merger of the Operations and Equipment Maintenance Manager positions. The General Manager will provide periodic updates to the Board on the assessment and make recommendations if any significant changes to the organizational structure are warranted.

In the 2018 Leon Guerrero Transition Report identified a lack of succession planning, which created leadership continuity challenges within key departments, including Operations and Equipment Maintenance. The merger of the Operations and Maintenance was originally proposed to balance the need for preventative maintenance of yard equipment with the continued operations of vessels, both critical to the Port's efficiency.

On September 28, 2023, the Board passed Resolution No. 2023-15, authorizing the realignment of the Port's organizational structure, including the merger of the Operations and Equipment Maintenance divisions, the establishment of Facility Maintenance as a standalone division, the merger of the Capital Improvement Projects and Engineering divisions, and the separation of Occupational Safety and Environmental Compliance into two divisions.

In late 2021, the retirement of two senior managers without a succession plan caused a leadership void in the Maintenance Department and to address this gap, the Operations Manager assumed the responsibilities of the Maintenance Manager without additional compensation, ensuring stability in maintenance operations during this period.

On April 25, 2024, the Board authorized the transparency and disclosure process related to the realignment and job specification amendments, followed by the approval of the realignment on May 31, 2024, and the filing of amended job standards with the 37th Guam Legislature on June 4, 2024.

Since the realignment was approved, the General Manager reported significant improvements in the efficiency and effectiveness of the Port's maintenance division. Despite the merger of operations and maintenance, the maintenance division developed systems to streamline processes and integrated work orders with the E1 Financial Management System (E1), demonstrating its capacity to operate as a standalone division.

The realignment plan strengthened the Port's ability to manage cargo-handling equipment and maintain operational integrity, with the maintenance division building a robust structure, including the creation of Facility Maintenance as a separate division, further proving its capacity to function independently within the overall organizational restructuring.

The development of the EQMR Maintenance Dashboard, which began in 2021 and was officially implemented on August 28, 2024, reinforced the maintenance division's capabilities. By integrating data from the E1 system and tracking key metrics such as equipment downtime, parts availability, and estimated completion times, the dashboard streamlined operations and improved transparency across divisions, enabling the maintenance division to balance ongoing maintenance needs with the Port's operational requirements.

On July 8, 2024, the General Manager appointed an employee as Acting Maintenance Manager, which he introduced a policy to address the balance between vessel operations and yard equipment maintenance. The separation of the roles of Operations Manager and Maintenance Manager was supported by the EQMR Maintenance Dashboard, which provides real-time data to enable more precise scheduling and prioritization of preventative maintenance. The policy grants the Maintenance Division authority over yard equipment downtime, ensuring alignment between maintenance and operations for the overall efficiency of the Port's equipment.

The goal has always been to strike a harmonious balance between operations and maintenance, improving operational efficiency by reducing equipment failures and downtime. The EQMR Maintenance Dashboard supports this balance by ensuring that maintenance is prioritized based on operational needs, preventing delays from external factors.

These policies, combined with the data-driven approach of the EQMR Maintenance Dashboard, have resulted in significant operational improvements, ensuring that yard equipment remains in optimal condition while balancing the needs of vessel operations and administrative functions.

The EQMR Maintenance Dashboard integrates data from E1 system to offer transparency and accountability, providing insights to the EQMR Parts Team, Maintenance Control and Shop Leaders, allowing for efficient prioritization of work orders, monitoring delays and streamline repairs, while ensuring all stakeholders are kept informed.

These improvements are led by the Equipment Maintenance team, headed by the Equipment Maintenance Superintendent, with support from all sections in the division, this approach, reinforced by policies approved by the General Manager, prioritizes critical maintenance tasks, including preventive maintenance and corrosion control, focusing on operational needs and improving efficiency while preventing maintenance delays.

Based on the assessment conducted by the General Manager, it would be beneficial to the Port to not merge the Operations Division and Equipment Maintenance Division into one division and maintain the divisions as separate as indicated in the current organizational structure.

To ensure a succession plan is in place for the Equipment Maintenance Division, it is recommended that an Equipment Maintenance Manager position be created in the classified service.

The Board of Directors supports the General Manager's capability to lead the Authority through the strategic transitions to create the capacity needed for sustained strong performance, so that the end results forge the organization's long-term success. The General Manager is authorized:

1. To proceed with the creation of the Equipment Maintenance Manager position in the classified service and comply with the transparency and disclosure processes as outlined in Section 6303(d) of Title 4 of the Guam Code Annotated and Rule 5.015 of the Personnel Rules and Regulations.
2. To not merge the Operations and Equipment Maintenance divisions into one division and continue to operate it as separate divisions under the Authority's current organizational structure.

Public Law 30-43 adopted the Port's Personnel Rules and Regulations which authorizes the Board of Directors to create positions in the classified service in accordance with Title 4, Guam Code Annotated, Section 6303(d). In accordance with Rule 5.015 of the Personnel Rules and Regulations, the General Manager shall present the petition to the Board to begin the transparency and disclosure process to create the Equipment Maintenance Manager position when necessary for the efficient performance of the duties and functions of the Port. The petition shall include:

1. The justification for the new position.
2. The essential details concerning the creation of the position.
3. An analysis of the similarities and differences between the position to be created and positions listed pursuant to Title 4, GCA, Section 4101.1(d).
4. The position description.

5. The proposed pay range and demonstration of compliance with Section 6301 of Title 4, GCA.
6. A fiscal note as that term is described in Title 2, GCA, Section 9101 *et seq.*, and any other pertinent information.

In addition, Rule 5.016 of the Personnel Rules and Regulations would need to be complied with regarding transparency and disclosure. The requirements of this Rule are as follows:

1. The petition for request for creation is posted on the Port’s website for 10 days (Saturdays, Sundays and Government of Guam holidays excepted).
2. Notices of the postings are provided to each newspaper of general circulation and broadcasting station which airs a regular local news program within Guam.

After the transparency process has been completed, the General Manager shall forward the petition, along with evidence of compliance to the Board. If the Board is satisfied that all requirements have been met, the petition for creation of position is approved by resolution, which copies is transmitted to the Director of Administration and Guam Legislative Secretary.

Upon meeting the above requirements, the Port can fill the position once 30 days have elapsed from the date of filing with the Legislative Secretary. However, if the Port does not comply with the requirements, such creation of position shall be voided. To ensure that transparency and disclosure is provided to all parties concerned, the following processes and estimated timeframes are to be followed:

PROCESS	ESTIMATED TIMELINE
Request to be submitted to the Board for their initial review and approval to proceed with the transparency process for the creation of the position, i.e., posting such request on the Port’s website.	November 27, 2024
If Board agrees to proceed with the creation, the request will be transmitted to the division heads for review and comments.	November 27, 2024
Posting of proposed creation of position on Port’s website.	November 29, 2024 to December 13, 2024
Notification to be provided to the electronic and written media outlets of the Port’s request, and its availability on the website.	November 29, 2024
Request to be re-submitted to the Board for final approval and adoption by resolution	December 26, 2024
Creation of position documents transmitted to the Director of Administration and Guam Legislative Secretary.	December 27, 2024
Process job announcement for positions and/or effective date of reallocation of positions.	February 10, 2025

Subject: Request for Creation of Position - Equipment Maintenance Manager
Page 6

In light of the above, we are transmitting our request to create the Equipment Maintenance Manager position in the classified service for your initial review and ask your kind approval to begin the transparency and disclosure process of the creation.

Your kind approval of the above is appreciated. I am available for any questions you may have.

Si Yu'os Ma'ase.

Cc: Deputy General Manager, Administration & Finance
Deputy General Manager, Operations & Maintenance
Acting Personnel Services Administrator
Corporate Services Manager

PORT AUTHORITY OF GUAM
Jose D. Leon Guerrero Commercial Port
Piti, Guam

PETITION FOR
CREATION OF POSITION - EQUIPMENT MAINTENANCE MANAGER

REQUEST:

The General Manager requested the Board of Directors to begin the transparency and disclosure process to create an Equipment Maintenance Manager position in the classified service under the Port Compensation and Classification Plan.

On October 31, 2024, the Board of Directors approved Resolution 2024-15, relative to requesting for creation of position of an Equipment Maintenance Manager and approval to not merge the Operations and Equipment Maintenance Divisions.

AUTHORITY:

Public Law 30-43 adopted the Port's Personnel Rules and Regulations which authorizes the Board of Directors to create positions in the classified service. Rule 5.015, Creation of New Positions and Classes of Positions, of the Personnel Rules and Regulations stipulates:

- A. Pursuant to Section 6303(d), Title 4, GCA, the General Manager shall petition the Board to create new positions or classes of positions when necessary for the efficient performance of duties and functions of the Port.
- B. The petition shall include:
 - 1. the justification for the new position.
 - 2. the essential details concerning the creation of the position.
 - 3. the analysis of the similarities and differences between the position to be created and the positions listed pursuant to Title 4, GCA, Section 4101.1(d).
 - 4. the position description.
 - 5. the proposed pay range and demonstration of compliance with Section 6301 of Title 4, GCA.
 - 6. a fiscal note as that term is described in Title 2, GCA, Section 9101 et seq., and any other pertinent information.
- C. The petition shall be posted on the Port's website for ten (10) days (Saturdays, Sundays and Government of Guam holidays excepted). After the posting, the General Manager shall forward the petition, along with evidence of his compliance with Title 5, GCA, Section 6303.1(a) to the Board, who if they approve the same, shall approve the petition by resolution and file the petition and resolution for record with the Director of Administration and the Legislative Secretary.
- D. No new position may be filled until after compliance of the provisions of this Section and thirty (30) days have elapsed from the date of filing with the Legislative Secretary.

In line with this Rule 5.016, Transparency and Disclosure of Creation of New Positions or Classes of Positions, states:

- A. Prompt notice of the postings required by Title 4, GCA, Sections 6205 and 6303 shall be provided to each newspaper of general circulation and broadcasting station which airs a regular local news program within Guam.
- B. The petitions required by Title 4, GCA, Sections 6205 and 6303 are public documents for the purposes of Title 5, GCA, Chapter 10, Article 1 (The Sunshine Law).
- C. Any attempted creation of a position or above-step recruitment are not in compliance with provisions of Title 4, GCA, Sections 6205, 6303 and 6303.1(a) is void.

References of Compliance:

2 GCA §9101, Restrictions Against Unfunded Appropriations, “All bills that have an effect upon the revenues or the expenditure of any funds of the Government of Guam shall identify a specific funding source for which funds are, in fact, available....”

4 GCA §4105(a) Departmental Rules “Rules subject to criteria established by this Chapter governing selection, promotion, performance, evaluation, demotion, suspension and other disciplinary action of classified employees shall be adopted by the Board of Directors of the...Jose D. Leon Guerrero Commercial Port...with respect to personnel matters within their respective Branches, agencies, public corporations or departments, and by the Director of Administration as to all other Executive Branch employment.”

4 GCA §4101.1(d). Responsibilities of the Director of Administration Regarding Personnel Policy of the Government. “The Director of Administration shall perform the following functions... (d) Maintain, post, and keep current on the Department’s website a list of all classified and unclassified positions in the executive branch, including autonomous agencies and public corporations, showing the job description and pay range assigned to each position....”

4 GCA §6301. Compensation Policy.

- (1) “Employee compensation shall be based on internal equity and external competitiveness.
- (2) To the extent practical, compensation will be targeted at the U.S. National Average levels compared to the appropriate labor markets and account taken of the relevant economic factors.
- (3) Internal equity shall be reviewed annually and external competitiveness at least every three (3) years.
- (4) Compensation structures and administrative policies should also recognize and reward individual employees commensurate with performance.
- (5) All aspects of compensation (base salaries, benefits, pay differentials, and other factors) will be considered as a total reward and incentive package for employees and shall be consistent and uniformly administered through the government.
- (6) A program of ongoing communications and training shall be a critical component of compensation administration.”

AGENCY BACKGROUND:

Public Law 13-87 created the Port Authority of Guam as a public corporation and an autonomous instrumentality of the Government of Guam. The Agency is mandated to provide for the needs of ocean commerce, shipping, recreational, commercial boating and navigation of the Territory of Guam. Its enabling act provides that it must be entirely self-supporting. Its financial obligations and administrative operating costs must be paid by monies generated from the use of its facilities and services in accordance with the provisions of the Port terminal tariff. The Board of Directors is comprised of five (5) non-salaried members appointed by the Governor with the consent and advice of the Guam Legislature. The Board provides and establishes policies and directives pertaining to the planning, promotion, development, construction, operation and maintenance of the Port facilities.

JUSTIFICATION:

On September 26, 2024, the Board of Directors passed Resolution 2024-14, relative to holding in abeyance the merger of Operations and Equipment Maintenance Divisions, the amendment of the Operations and Equipment Maintenance Manager and address the impact of the realignment on the organizational structure. Resolution No. 2024-14, approved the following:

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3. Authorized the General Manager to retain the Operations Manager and Maintenance Manager positions, without abolishing them, and to continue filling the Maintenance Manager position in an acting capacity pursuant to the Port's Personnel Rules and Regulations.
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These improvements are led by the Equipment Maintenance team, headed by the Equipment Maintenance Superintendent, with support from all sections in the division, this approach, reinforced by policies approved by the General Manager, prioritizes critical maintenance tasks, including preventive maintenance and corrosion control, focusing on operational needs and improving efficiency while preventing maintenance delays.

Based on the assessment conducted by the General Manager, it would be beneficial to the Port to not merge the Operations Division and Equipment Maintenance Division into one division and maintain the divisions as separate as indicated in the current organizational structure.

To ensure a succession plan is in place for the Equipment Maintenance Division, it is recommended that an Equipment Maintenance Manager position be created in the classified service.

The Board of Directors supports the General Manager's capability to lead the Authority through the strategic transitions to create the capacity needed for sustained strong performance, so that the end results forge the organization's long-term success. The General Manager is authorized:

1. To proceed with the creation of the Equipment Maintenance Manager position in the classified service and comply with the transparency and disclosure processes as outlined in Section 6303(d) of Title 4 of the Guam Code Annotated and Rule 5.015 of the Personnel Rules and Regulations.
2. To not merge the Operations and Equipment Maintenance divisions into one division and continue to operate it as separate divisions under the Authority's current organizational structure.

The organizational structure of the division falls under the Deputy General Manager for Operations & Maintenance. Because of the complexity of the projects the division will be administering, there is a need to establish an Equipment Maintenance Manager position within the Port's Classification and Compensation Plan.

The position will be responsible for managing the Equipment Maintenance Division consisting of four (4) sections—Maintenance Control, Corrosion Control, Crane Maintenance and Fleet Maintenance sections.

METHODOLOGY

Human Resources staff reviewed the duties and responsibilities of the proposed Equipment Maintenance Manager position using the job evaluation systematic process for assessing the content, relative size and importance of the job within our organization using a total of 12 measurement factors. Each factor indicates a point rating and sum of all points representing the total "points" value for the job. Also provided were the organizational and functional charts.

In summary, the job evaluation provides:

1. A structured approach to assessing the relative worth of each job;
2. Measurement factors universally applicable across all sectors of industry, commerce, and government; and
3. Objectivity which is attained to avoid much of the irrational and/or emotional impact of personality conflicts and personal prejudices.

Part two of the methodology completes the evaluation of these positions in using the New Port Compensation structuring which is determined based on compensation comparison of Compensation trends of the Private Sector, State and Local Government on percentage changes in wages, salaries and benefits, including Market Percentiles, the determination of Certified/Technical and Professional Positions and regression analysis of base salaries.

CLASSIFICATION REVIEW:

The proposed Equipment Maintenance Manager will be responsible for the management and administration of the Equipment Maintenance Division, comprised of five (5) sections—Maintenance Control, Crane Maintenance, Fleet Maintenance, Corrosion Control and Welding—who is responsible for the maintenance and repair activities of all cargo handling equipment. The position formulates and administers administrative and operational policies and procedures for the division relating to the maintenance and repair of cargo handling equipment for the Port. The position participates in the planning, construction and modification of cargo handling equipment and reviews designs for safety and operational efficiency.

The position requires the knowledge of:

- Operational, characteristics, services and activities of seaport cargo handling equipment maintenance and repair system.
- Principles, methods and practices used in the maintenance and repair of seaport cargo handling equipment.
- Occupational hazards and standard safety practices.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Pertinent federal and local laws, codes and regulations.

The position requires ability to effectively use and possess the skills in:

- Administer the programs and activities of the seaport cargo handling maintenance and repair system.
- Oversee, direct and coordinate the work of staff.
- Supervise, train and evaluate staff.
- Evaluate operational effectiveness and recommend changes in organization, policies and procedures to improve effectiveness.
- Monitor the operational efficiency of the cargo handling equipment and schedule needed maintenance.
- Participate in the development and administration of the Agency's goals, objectives and procedures.
- Prepare clear and concise administrative reports.

- Analyze problems, identify administrative solution, project consequences of proposed actions and implement recommendations in support of goals.
- Establish and maintain satisfactory working relationship with the general public, local and federal personnel, co-workers and subordinates.

The position will be managing the programs and activities of the Equipment Maintenance Division with a total of approximately 52 employees. The position supervises the Assistant Equipment Maintenance Manager, Administrative Officer, Maintenance Planner, and Planner-Work Coordinator. The position has oversight supervisory authority over the Manager of Equipment Support Services, Crane Maintenance Mechanic Supervisor, Welder Supervisor, Heavy Equipment Mechanic Supervisor and Preventive Maintenance Mechanic Supervisor.

The position reports to the Deputy General Manager for Operations & Maintenance. The dimensions of the position are:

No. of Personnel:	52
Operating Equipment Maintenance Budget:	\$3,899,978
Crane Maintenance & Expense Budget:	\$7,364,374

Guidelines to be used by this position includes established laws, agency/division policies and the principles, methods, practices and techniques involved in local and federal procurement.

The experience and training of the position requires possession of a high school diploma and seven (7) years of progressively responsible experience overseeing or performing functions in an effective program administration, operations or planning of a seaport cargo handling maintenance and repair program, to include three (3) years as a direct supervisor responsible for the direction and evaluation of staff.

The job evaluation points process is based on twelve (12) job factors (i.e., education, experience, complexity, scope of work, problem solving, freedom to act/supervision received, work environment, physical demands, impact of discretionary decisions, human relations skills/contacts, authority exercised and supervisory/managerial responsibilities. Additionally, a comprehensive analysis was conducted of the proposed position's counterparts within the organization. The factors in determining the pay grade and allocation are attached.

ANALYSIS OF SIMILARITIES AND DIFFERENCES:

A review of the Government of Guam Classification Plan's Occupational Listing and other autonomous agencies staffing patterns reveal that there are positions that are closely associated with the proposed Equipment Maintenance Manager position, however, those positions are subjected to the sole use of the line department or autonomous agencies and cannot be used by the Port Authority of Guam. Additionally, there is a Maintenance Manager position under the Port's Classification & Compensation Plan, however, one of the primary functional responsibility was removed through an amendment of the Facilities Maintenance Manager position. As such, the Port is unable to utilize the current Maintenance Manager position since nature of work has been changed.

FISCAL NOTE:

The full-time equivalency (FTE) and funding has been identified and approved by the Board of Directors.

RECOMMENDATION:

Our review has determined that the following pay grade allocation for the Equipment Maintenance Manager:

Structural Adjustment – Minimum	Structural Adjustment – Maximum
PP-6A \$123,980	PP-7A \$129,014

Based on the above and attached analysis and documents, it is recommended that the Board of Directors approve the creation of the Equipment Maintenance Manager position and the resultant pay grade allocation at the pay grade indicated above in the classified service under the Port Classification & Compensation Plan.


SHAWN B. CEPEDA
Acting Personnel Services Administrator

Classification Code Number: _____

EQUIPMENT MAINTENANCE MANAGER

NATURE OF WORK IN THIS CLASS:

Administers the programs and activities of the Equipment Maintenance Division of the Port Authority of Guam.

ILLUSTRATIVE EXAMPLES OF WORK: (These examples do not list all of the duties which may be assigned; any one position may not include all the duties listed.)

Administers the programs and activities of the Equipment Maintenance Division comprised of Maintenance Control, Crane Maintenance, Fleet Maintenance, Welding, and Corrosion Control Sections.

Formulates and administers administrative and operational policies and procedures of the Equipment Maintenance Division relating to the maintenance and repair programs and activities of the Port's cargo handling equipment.

Maintains inspections of Port cargo handling equipment to determine and develop means of improving existing methods of operations, submits plans and recommendations for expansion of the cargo handling equipment fleet and evaluates and formulates standard operating procedures and policies. Provides management with advice on efficiency and effectiveness of methods and procedures.

Prepares the Port's annual and five-year acquisition of cargo handling equipment needs for management's approval. Participates in the forecast of funds needed for staffing, equipment, materials and supplies. Monitors and approves expenditures and implements adjustments.

Participates in the development and implementation of goals, objectives, policies and priorities for assigned maintenance and repair of marine cargo handling equipment programs. Recommends and administers policies and procedures and staffing levels.

Plans, directs, coordinates, evaluates and reviews the work plan for assigned staff. Assigns work activities, projects and programs. Reviews and evaluates products, methods and procedures. Meets with subordinate staff to identify and evaluate problems.

Works closely with consultants and Port Operations, CIP/Engineering, Strategic Planning and Procurement & Supply staff on the design, manufacturing and acquisition of new cargo handling equipment. Reviews, design and inspects job sites for safety and operational efficiency. Develops and implements quality control procedures to ensure all work meets or exceeds industry standards.

Reviews specifications for performance of specialized preventive maintenance and overhaul work by employees and/or outside contractors. Provides management with technical advice on maintenance and repair on cargo handling equipment methods and procedures.

Performs other duties as required or assigned.

KNOWLEDGE, ABILITIES AND SKILLS:

Knowledge of:

- Operational, characteristics, services and activities of seaport cargo handling equipment maintenance and repair system.
- Principles, methods and practices used in the maintenance and repair of seaport cargo handling equipment.
- Occupational hazards and standard safety practices.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Pertinent federal and local laws, codes and regulations.

Ability to effectively:

- Administer the programs and activities of the seaport cargo handling maintenance and repair system.
- Oversee, direct and coordinate the work of staff.
- Supervise, train and evaluate staff.
- Evaluate operational effectiveness and recommend changes in organization, policies and procedures to improve effectiveness.
- Monitor the operational efficiency of the cargo handling equipment and schedule needed maintenance.
- Participate in the development and administration of the Agency's goals, objectives and procedures.
- Prepare clear and concise administrative reports.
- Analyze problems, identify administrative solution, project consequences of proposed actions and implement recommendations in support of goals.
- Establish and maintain satisfactory working relationship with the general public, local and federal personnel, co-workers and subordinates.

MINIMUM EXPERIENCE AND TRAINING:

- A. Seven (7) years of progressively responsible experience overseeing or performing functions in an effective program administration, operations or planning of a seaport cargo handling maintenance and repair program, to include three (3) years as a direct supervisor responsible for the direction and evaluation of staff; or
- B. Any equivalent combination of experience and training which provides the minimum knowledge, abilities and skills.

NECESSARY SPECIAL QUALIFICATION:

Possession of a high school diploma or a successful completion of General Education Development (GED) test or any equivalent of a general education high school program, apprenticeship program or successful completion of certification program from a recognized, accredited or certified vocational technical institution in specialized field required for the job.

ESTABLISHED:

AMENDED:

PAY GRADE:

Structural Adjustment – Minimum:	PP-6A \$123,980
Structural Adjustment – Maximum	PP-7A \$129,014

EVALUATION POINTS: 1229

DOROTHY P. HARRIS
Chairperson, Board of Directors

JOB EVALUATION
For
EQUIPMENT MAINTENANCE MANAGER

Factors	Points	Comments
Education	I 132	<p>Tertiary/Journeyman: Requires, e.g., 4-5 years high schooling plus highly technical training or advanced practical courses of study at a more advanced level to that indicated in Tertiary/Certification. Training relates to and emphasizes specific ethical training toward a specific trade or profession rather than generalized management training. In some instances, it may require the formal registration and annual re-registration (based on the demonstrated competence of the individual) to enable them to practice the trade or profession.</p> <p>Application – may apply to certification in technological or para-professional occupations or qualification for the subsequent completion of undergraduate or higher professional certifications.</p> <p>Indicative Qualification Level: Qualified/Certified Journeyman/Trade Certificate/Associates Degree (various disciplines).</p>
Experience	J 152	<p>Diverse: Experience in managing/administering a major function/department or division of a small to medium size organization or a major department/branch of a large organization (e.g., 8-10 years + experience only)</p> <p>Benchmarks: Second tier Managers (direct reports to Chief Executive Officer/Executive Director/General Manager) – small to medium size organization. Third tier managers – large organization.</p>
Complexity	E 65 284 184.6	<p>Complex: A high level of innovation and adaptability is required to react to rapidly changing circumstances. Significant demands made to control, harmonize and motivate all or major sections of the organization. A high level of unpredictability is encountered and this necessitates innovative and conceptual thinking in responding to the demands of the business both locally and perhaps internationally.</p>
Scope of Work	E 25 284 71.0	<p>Corporate: Functional responsibility at a corporate level involving the central coordination of a specialist or staff unction in a large organization or a number of specialist or staff functions in a small or medium size organization. The position requires the integration and coordination of all associated activities and has influence over all relevant policy and procedures.</p>

Factors	Points	Comments
Problem Solving	E 132	Complex: Problems contain unexpected and unusual elements not previously encountered. Extensive research may be required. Corporate policies and available expertise will not necessarily provide a complete answer to the problem.
Freedom to Act/Supervision Received	E 115	Guidance: Jobholder is expected to work with a large degree of independence within the organization's plans, policies and reporting requirements. Overall guidelines and objectives are discussed initially and progress is reviewed intermittently and informally.
Work Environment	B1 16	Work is performed indoors with favorable working conditions but with occasional exposure to unpleasant environmental influences, e.g., noise, heat, dirt, cold, dampness, etc.
Physical Demands	A 1 22	Work is usually performed sitting, with the opportunity to stand and walk freely.
Impact of Discretionary Decisions	D2 87	Direct impact of a single decision causes a major impact which can be expressed in dollar terms of tens of thousands of dollars.
Human Relations Skills/Contacts	E3 76	Sensitive/Responsive: Extensive contact with a large part of the organization and/or a need to lead, motivate and/or a need to lead, motivate and direct staff in sensitive employee relations conditions.
Authority Exercised	G3 175	Approves routine expenditure within budgetary limits and is accountable for an O&M budget \$2m - \$20m
Supervisory & Managerial Responsibility	D2 66	Has full supervisory/managerial responsibility for 30 – 99 staff.
TOTAL POINTS	1229	

PAY GRADE ALLOCATION

Job Evaluation Points	Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
1229	PP-6A	\$123,980	PP-7A	129,014

Fiscal Year 2025
FUNCTIONAL STATEMENT FOR
EQUIPMENT MAINTENANCE DIVISION

INTRODUCTION

The Jose D. Leon Guerrero Commercial Port is established by Public Law 13-87, as a public corporation and an autonomous instrumentality of the Government of Guam. The Agency is mandated to provide for the needs of ocean commerce, shipping, recreational, commercial/boating and navigation of the Territory of Guam.

The enabling act provides that the Port must be entirely self-supporting, i.e., it must raise capital funds for construction projects by borrowing money on its own credit. Its financial obligations and administrative operating costs must be paid by monies generated from the use of its facilities and services in accordance with the provisions of the Port terminal tariff.

BOARD OF DIRECTORS

The Board of Directors is composed of five (5) non-salaried members, appointed by the Governor with the consent and advice of the Guam Legislature. The Board provides and establishes policies and directives pertaining to the planning, promotion, development, construction, operation and maintenance of the Port facilities.

GENERAL MANAGER

The General Manager, under the general direction of the Board of Directors, serves as Chief Executive Officer for the Authority. The General Manager has charge and control of the planning, organization, staffing, direction and coordination of the Authority's operations and business affairs. The General Manager is hired and employed at the pleasure of the Board.

DEPUTY GENERAL MANAGER, OPERATIONS AND MAINTENANCE

The Deputy General Manager for Operations and Maintenance is responsible for the overall operations and administration of Operations, Maintenance and Control Compliance departments of the Authority.

EQUIPMENT MAINTENANCE DIVISION

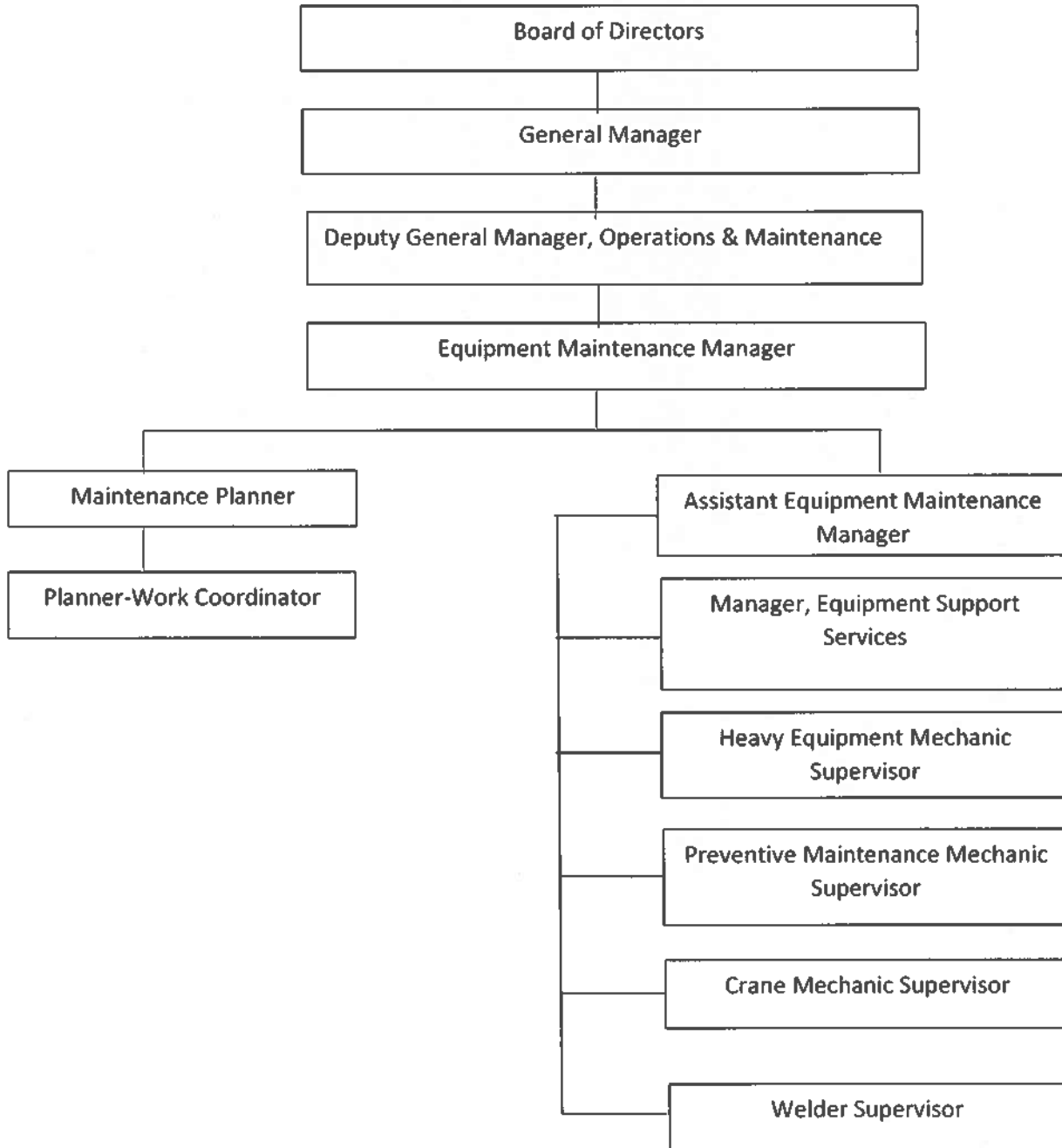
The Equipment Maintenance Manager is under the supervision of the Deputy General Manager for Operations & Maintenance. The position is responsible for the day-to-day operations and administration of the Equipment Maintenance Division consisting of Maintenance Control, Crane Maintenance, Fleet Maintenance, Welding and Corrosion Control Sections.

This division is functionally responsible for the maintenance and repair of all cargo handling equipment, such as, gantry cranes, tractors, top loaders, side lifters, forklifts, generators, diesel and gasoline-powered light and heavy equipment. The division provides preventive maintenance work to prevent corrosion on the Port cargo handling equipment and facilities. The division is comprised of five (5) sections:

- **Maintenance Control Section:** Coordinates work projects for the maintenance, alteration, repair and upkeep of maintenance and repair work projects of equipment and vehicles and Port facilities.

- Crane Maintenance Section: This section is responsible for the maintenance and repair of mechanical, electrical and hydraulic systems of the gantry cranes and related cargo handling equipment.
- Fleet Maintenance Section: Responsible for the overhaul, maintenance and repair of diesel and gasoline powered equipment.
- Corrosion Control Section: Responsible for the preventive maintenance work to effectively prevent or stop the corrosion on the structural frameworks of the gantry cranes and cargo handling equipment.
- Welding Section: Responsible for the welding work on structural framework of cargo handling equipment and Port facilities.

**PORT AUTHORITY OF GUAM
EQUIPMENT MAINTENANCE DIVISION**



PORT AUTHORITY OF GUAM



POSITION DESCRIPTION

1.0 IDENTIFICATION

POSITION TITLE	Equipment Maintenance Manager
POSITION NUMBER	
NAME OF EMPLOYEE	
NAME OF DIRECT SUPERVISOR	
TITLE OF DIRECT SUPERVISOR	Deputy General Manager, Operations & Maintenance
JOB LOCATION (Department / Agency)	Port Authority of Guam
DIVISION	Equipment Maintenance
DEPARTMENT	Equipment Maintenance
SECTION / UNIT	
FLSA	
CLASSIFICATION	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified <input type="checkbox"/> Vacant
JOB EVALUATION POINTS	1229
PAY GRADE	PP-6A
POSITION DESCRIPTION (Reviewed)	

2.0 DESCRIPTION OF DUTIES

2.1 ESSENTIAL FUNCTIONS

Organize and list duties and/or responsibilities that must be performed using one of the formats below:

- a) Daily work assignments, beginning with the first duty and ending with the last duty of the day
- b) Percentage of time. Show % for each duty and/or responsibility (Note: total % should equal 100%)
- c) Order of importance, beginning with the most important

Mark with an [X] one format only: a) b) c)

Duty No or % of Time	Duties and/or Responsibilities
1	Administers the programs and activities of the Equipment Maintenance Division comprised of Maintenance Control, Crane Maintenance, Fleet Maintenance, Welding, and Corrosion Control Sections.
2	Formulates and administers administrative and operational policies and procedures of the Equipment Maintenance Division relating to the maintenance and repair programs and activities of the Port's cargo handling equipment.
3	Maintains inspections of Port cargo handling equipment to determine and develop means of improving existing methods of operations, submits plans and recommendations for expansion of the cargo handling equipment fleet and evaluates and formulates standard operating procedures and policies. Provides management with advice on efficiency and effectiveness of methods and procedures.
4	Prepares the Port's annual and five-year acquisition of cargo handling equipment needs for management's approval. Participates in the forecast of funds needed for staffing, equipment, materials and supplies. Monitors and approves expenditures and implements adjustments.
5	Participates in the development and implementation of goals, objectives, policies and priorities for assigned maintenance and repair of marine cargo handling equipment programs. Recommends and administers policies and procedures and staffing levels
6	Works closely with consultants and Port Operations, CIP/Engineering, Strategic Planning and Procurement & Supply staff on the design, manufacturing and acquisition of new cargo handling equipment. Reviews, design and inspects job sites for safety and operational efficiency. Develops and implements quality control procedures to ensure all work meets or exceeds industry standards. Reviews specifications for performance of specialized preventive maintenance and overhaul work by employees and/or outside contractors. Provides management with technical advice on maintenance and repair on cargo handling equipment methods and procedures.
7	Performs related duties as assigned.

2.2 NON-ESSENTIAL OR ADDITIONAL FUNCTIONS

List duties and responsibilities not listed above that may be performed, as assigned:

Duty No or % of Time	Duties and/or Responsibilities
	None

3.0 CONTACTS

Departments, agencies and/or individuals you deal with during the course of your daily activities:

3.1 WITHIN DEPARTMENT / AGENCY

Mark one correct response below with an [X]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

3.2 OUTSIDE DEPARTMENT / AGENCY

Mark one correct response below with an [X]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

4.0 SUPERVISION RECEIVED

How closely is the employee / job holder's work reviewed by their direct Supervisor.
Mark one correct response below with an [X]

	Detailed and specific instructions / procedures received or followed for each assignment
	General Supervision - Routine duties are performed with minimal supervision. Standard practices or procedures allow employee to function alone at routine work. Supervisor makes occasional check of work while in progress. Work is reviewed upon completion.
	Direction - Receives guidance about general objectives in most of the tasks and projects assigned; determines methods, work sequence, scheduling and how to achieve objectives of assignments; operates within policy guidelines. (Generally applicable to skilled professionals, managers and supervisors.)
X	General Direction - Receives very general guidance about overall objectives; work is usually quite independent of others; operates within division or department policy guidelines, using independent judgment in achieving assigned objectives. (Generally applicable to managers / administrators in large and complex organizations and to department / agency heads and their first assistants.)

5.0 SUPERVISION EXERCISED

The employee / job holder supervises other employees. List the number of employees supervised, their position titles and a brief description of their responsibilities.

If the employee has no supervisory responsibility mark [X] in this box

No Supervised	Position Title	Description of Responsibilities
1	Assistant Equipment Maintenance Manager	Administers the programs and activities involved in the maintenance and repair of seaport cargo handling equipment, heavy equipment and gasoline fleet for the Port.
1	Administrative Officer	Provides administrative support services to the Equipment Maintenance Division
1	Maintenance Planner	supervises the maintenance repair work orders section and coordinates with supervisors on the repair of the cargo handling equipment for the division
2	Planner-Work Coordinator	Orders parts and schedules repair work with supervisors for cargo handling equipment

6.0 EQUIPMENT

List the equipment (pickup truck, welder, crane, etc.), office machines (word processor, calculator, copying machine, etc.), or any other machines, tools or devices that are used on a regular and continuing basis. Show what percentage of the regular workday is spent using each.

%	Tools / Equipment
100%	Personal Computer

7.0 JOB REQUIREMENTS

Mark [X] in this box if the job holder is unable to complete this section. The direct Supervisor will then complete this section for the job holder.

7.1 MINIMUM QUALIFICATION REQUIREMENTS

Identify below the minimum experience and training a qualified applicant must have before employment.

7.1.1 WORK EXPERIENCE

List the general, specialized and/or supervisory / management work experience needed and how much (in months and/or years). If none, mark an [X] in box a) "No work experience required."

a) No work experience required

b) General Years Months

c) Specialized Years Months

Overseeing or performing functions in an effective program administration, operations or planning of a seaport cargo handling maintenance and repair program..	7	0

d) Supervisor / Management Years Months

Direct supervisory experience responsible for direction and evaluation of staff.	3	0

If no work experience is required, list the knowledge, abilities and skills a qualified applicant needs before employment to perform the essential job functions.

	Years	Months

7.1.2 FORMAL EDUCATION OR TRAINING

Mark an [X] in the box that indicates the most applicable education level required :

- Below High School. Show number of years :
- High School Graduation / GED
- Vocational / Technical School. Detail below the specific training that is required by this position :

4 year apprenticeship program in mechanical, electrical, hydraulic and electronics of equipment.

- Some College. Show number of Semester Hours, or Quarter Hours

Detail below specific courses required by the essential functions of this position:

- College Degree. Show major area of study required :

Associates :	
Bachelors :	
Masters :	
Beyond Masters :	

7.1.3 CRITICAL SKILLS / EXPERTISE

List specialized skills or specialization needed to perform essential functions:

Operational, characteristics, services and activities of seaport cargo handling equipment maintenance and repair system.
Supervise, train and evaluate staff.

7.1.4 LICENSE / REGISTRATION OR CERTIFICATION

List possession of required license, professional registration/certification needed to perform essential functions:

7.2 MENTAL / VISUAL / PHYSICAL & ENVIRONMENTAL JOB REQUIREMENTS

7.2.1 PHYSICAL REQUIREMENTS

Mark with an [X] below the most appropriate physical requirement(s) for the job.

	Sitting	The job requires the employee to sit in a comfortable position most of the time. The employee can move about.
	Sitting	Employee is required to sit for extended periods or time without being able to leave the work area.
X	Sitting/Standing/Walking	The employee is required to sit, stand, walk most of the time.
X	Climbing	Employee is required to climb ladders or scaffolding or to climb and work in overhead areas.
	Lifting	Employee is required to raise or lower objects from one level to another regularly.
	Pulling and/or Pushing	The job requires exerting force up to _____ pounds on a regular basis to move the object to or away from the employee.
	Carrying	The employee is required, on a regular basis, to carry objects in his or her arms or on the shoulder(s).
	Reaching	The employee is regularly required to use the hands and arms to reach for objects.
X	Stooping and Crouching	The employee is regularly required to bend forward by bending at the waist or by bending legs and spine.
	Crawling	Employee is required to work in a confined space and/or to crawl and move about on his or her hands and knees.
X	Speaking	The job requires expressing ideas by the spoken word.
X	Listening	The job requires the perception of speech or the nature of sounds in the air.
	Other	See description below

Describe any other physical job requirements below :

7.2.2 MENTAL / VISUAL REQUIREMENTS

Mark with an [X] below the most appropriate mental / visual requirement for the job.

- General Intelligence (typical requirement for machine operators, office staff, etc.)
- Motor Coordination Skills (typical for automotive mechanic, painter, etc.)
- Coordination of Eyes, Hands, and Feet (e.g. tractor trailer driver, fire fighter, line electrician, etc.)
- Verbal Intelligence (typical for counsellors, customer service representatives, etc.)
- Numerical Intelligence (typical for an accounting clerk, cargo checker, etc.)
- Other (outline below)

--

7.2.3 WORK ENVIRONMENT & WEATHER EXPOSURE

Selecting one response only show what percent of a typical workday is spent:

%

- 90 Indoors in a comfortable temperature-controlled environment (for instance, in an office)
- Indoors in a non-temperature-controlled environment (e.g. storerooms and warehouses, etc.)
- 10 Outdoors exposed to changing weather conditions (for instance, rain, sun, wind, etc.)
- Outdoors but in an enclosed vehicle protected from extreme weather conditions.

7.2.4 OTHER PHYSICAL WORKING CONDITIONS

Mark an [X] in the box if none of the following is applicable

Show what percent of a typical workday this position is exposed to:

%

- 10 Air contamination (i.e., dust, fumes, smoke, toxic conditions, disagreeable odours).
- 10 Vibration (i.e., operating jackhammer, impact wrench).

- 10 Noise (Exposure at a level enough to cause hearing loss or fatigue).
- 10 An improperly illuminated or awkward and confining work space.
- 10 Working above ground level where the chance of falling exists (e.g. ladders, bucket trucks etc)
- Lifting or carrying items or objects. Describe item/object and weight:

- Heat. Describe source and degree of high temperature.

- Cold. Describe source and degree of cold temperature:

- Other hazards. Describe:

7.2.5 IRREGULAR / UNUSUAL JOB REQUIREMENTS

Describe the working conditions that are irregular or unusual for the job and show frequency of exposure.

Mark an [X] in the box if not applicable

Condition	Frequency of Exposure

7.3 WORK SCHEDULE / HOURS

Work Schedule/Hours – Mark an [X] the most appropriate work schedule/hours for the job.

- Regular - Standard Eight (8) hours daily, Monday - Friday
- Irregular - Shift work - A 24-hour work operation.
- Regular / Irregular - Overtime hours with overtime pay entitlement

State purpose and average total hours required per pay period:

- Regular / Irregular - Overtime hours without overtime pay entitlement

State purpose and average total hours required per pay period:

Only upon emergency of breakdown of cargo handling equipment and presence is required to coordinate the repair activities.

The information given on this position is complete and correct.

Signature of Employee

Date

FISCAL NOTE

1. A. Fiscal effect: Identify the fiscal effect on the agency appropriations compared to funding levels and appropriations anticipated under current Budget.

	FY 2025				FY 2026			
	General	Crane Surcharge	FMF	Marinas	General	Crane Surcharge	FMF	Marinas
Revenues								
Expenditures	\$93,462				\$123,980			
Budget								

2. A. Fiscal impact summary: *Provide a brief summary of the measure, including description of the provisions having fiscal impact*

The Port is in the process of petitioning the creation of position for an **Equipment Maintenance Manager** under the Port’s Classification and Compensation Plan.

The salaries and benefits for the position has also been identified. The following are different levels recommended for the listed position and their corresponding salary ranges.

PAY GRADE ALLOCATION – Equipment Maintenance Manager

Job Evaluation Points	Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
1229	PP-6A	\$123,980	PP-7A	\$129,014

B. Fiscal impact sections: *Identify and provide a brief description of the sections of the measure which have fiscal impact. Include any assumptions and comments relevant to the analysis.*

The General Manager will be presenting to the Board on November 27, 2024 one (1) creation of position for the Equipment Maintenance Manager. The funding for this position will come from the Vacancy Pool.

3. Fiscal effect detail: *For information shown under state fiscal effect in 1A, please:*

A. Revenues:

B. Expenditures:

If the Port decides to hire based on the minimum salary for the Equipment Maintenance Manager starting January 1, 2025 the total pro-rated amount for FY 2025 is \$93,462. The hiring of one new position will increase the salary for FY 2026 to \$123,980

C. Budget: *Explain the appropriations amounts. Provide detail, when appropriate, for each agency and fund affected. Explain the relationship between the amounts shown for expenditures and appropriations. Indicate whether the appropriation or a part of the appropriation or a part of the appropriation is included in the executive budget or relates to a continuing appropriation.*

The appropriations for one new position creation will come from the Vacancy Pool budget based on the YTD for FY 2025. The expenditures for FY 2025 and FY 2026 are indicated in section IA.

A handwritten signature in blue ink that reads "Jose B. Guevara III". The signature is stylized with a large initial "J" and a horizontal line at the end.

Name: Jose B. Guevara III, Chief Financial Officer
Division: Finance Division
Telephone: (671) 477-5931 ext. 211
Date Prepared: 11/21/2024

BOARD OF DIRECTORS

*Dorothy P. Harris, Chairperson
Conchita S.N. Taitano, Vice Chairperson
Fe R. Valencia-Ovalles, Board Secretary*



Resolution No. 2024-17

**RELATIVE TO AUTHORIZING RETROACTIVE APPROVAL OF FY2024
BUDGET EXPENDITURES AND PROACTIVELY APPLYING SAME
AUTHORIZATION FOR BUDGET CEILING ADJUSTMENT FOR FY2025.**

**BE IT RESOLVED BY BOARD OF DIRECTORS OF THE JOSE D. LEON GUERRERO
COMMERCIAL PORT:**

WHEREAS, maintaining strict adherence to board-approved budget appropriations is essential for financial transparency, accountability, and compliance with government financial policies; and

WHEREAS, spending Port funds without prior board approval, while occasionally necessary for urgent and unforeseen expenditures, is generally considered a “cardinal sin” in public administration, as it undermines key principles of legal compliance, financial discipline, and accountability; and

WHEREAS, as of August 31, 2024, the Port Authority of Guam’s overall operating expenses totaled \$53.2 million, which is 4.9% or \$2.5 million higher than the year-to-date budget of \$50.6 million for August and represents 93% of the total approved FY2024 Budget of \$57.0 million, reflecting an increase in year-to-date expenses compared to the prior year while remaining within 93% of the total budget authorization for FY2024; and

WHEREAS, unforeseen expenses, such as those related to the anticipated passage of Typhoon Bolaven in October 2023, increases in insurance premiums, and personnel requirements including fully funding overtime, contributed to an increase in operating expenses beyond initial projections and subsequent board authorization; and

WHEREAS, to ensure the Port Authority’s effective response to unforeseen operational and environmental challenges, it is essential to proactively empower the General Manager with budgetary flexibility, as this board has consistently and repeatedly authorized to keep the Port of Guam 100% operational. Such authority supports efficient decision-making, enabling timely responses to unexpected expenses, thus safeguarding operational continuity and enhancing financial resilience; and

WHEREAS, the General Manager, Rory J. Respicio, was nationally recognized with the 2024 Distinguished Local Government Leadership Award by the Association of Government Accountants (AGA) for his exemplary financial stewardship in government budget and public policy, underscoring the Port’s commitment to transparency, accountability, and sound financial management; and

WHEREAS, following the discovery of the unauthorized increase in FY2024 spending—though necessary and unintentional—the Port’s management, led by General Manager Respicio, Deputy General Manager of Administration and Finance Pacifico Martir, and Chief Financial Officer Jojo Guevara, has implemented enhanced monitoring systems to prevent future occurrences; and

WHEREAS, to demonstrate that the Port Authority is not deficit spending, this resolution highlights that the Port’s financial position as of September 30, 2024, remains strong with a projected net income of \$7.9 million for FY24, a projected Debt Service Ratio (DSR) of 1.94 (exceeding the bond requirement of 1.25), and 864 days of cash on hand (surpassing Moody’s recommended 500 days);

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby grants retroactive approval for the additional \$1.5 million in FY2024 expenditures and further authorizes an adjustment to the FY2025 budget ceiling to account for potential future contingencies, while ensuring strict oversight and adherence to financial controls; and



BE IT FURTHER RESOLVED, that the Board may allow the General Manager an additional spending margin of up to 5% above appropriation levels for FY2025 for existing items, contingent upon available cash flow and Debt Service Ratio compliance, to provide flexibility in managing unforeseen, port-related costs and ensure continued alignment with fiscal responsibility, transparency, and accountability; and

BE IT FURTHER RESOLVED, that the General Manager, Deputy General Manager of Administration and Finance, and Chief Financial Officer are directed to continue strengthening internal monitoring systems and to provide monthly updates to the Board on expenditure tracking, cash flow, overtime expenditures, and compliance with approved budget limits and the bond indenture; and

BE IT FURTHER RESOLVED, that the Chairperson certify to, and the Secretary attest to, the adoption hereof.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF
DIRECTORS THIS 27th DAY OF NOVEMBER, 2024.**

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

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



PORT OF GUAM
ATURIDAT I PUETTON GUAHAN
Jose D. Leon Guerrero Commercial Port
1026 Cabras Highway, Suite 201, Piti, Guam 96915
Telephone: 671-477-5931/5 | Facsimile: 671-477-2689
Website: www.portofguam.com



Lourdes A. Leon Guerrero
Governor of Guam
Joshua F. Tenorio
Lieutenant Governor

November 26, 2024

MEMORANDUM

To: Port Authority of Guam Board of Directors

From: Rory J. Respicio, General Manager *Rory J. Respicio*

Subject: Adoption of Zero-Emission and Zero-Waste (ZEWZ) Resiliency and Sustainability Goals

As part of today's agenda, Resolution No. 2024-18 seeks adoption of the Zero-Emission and Zero-Waste (ZEWZ) Resiliency and Sustainability Goals and, if adopted, will be integrated into the 2023 Master Plan for ultimate approval in accordance with the Plan Review process through the Bureau of Statistics and Plans. Developed collaboratively with Jacobs and WSP USA Inc., this resolution formalizes initiatives supported by the \$2.4 million EPA Clean Ports Program grant, positioning the Port Authority of Guam as a leader in sustainability and resiliency.

This resolution reflects the Port's commitment to achieving Net Zero emissions, advancing waste reduction strategies, and enhancing climate resilience. Below is a summary of the Sustainability and Resiliency Plan (Draft), including the ZEWZ Plan, and the resolution's key directives.

Summary of the Port Authority of Guam's Sustainability and Resiliency Plan (Draft)

This forward-looking plan emphasizes sustainability and operational resilience through the following:

1. Zero Emissions Strategy

- Objective: Achieve Net Zero greenhouse gas (GHG) emissions by 2050, targeting Scope 1 (direct), Scope 2 (indirect energy), and Scope 3 (supply chain) emissions.
- Initial Milestones:
 - Conducted Scope 1 and 2 GHG inventory.
 - Identified solutions, including equipment electrification, energy efficiency upgrades, and renewable energy integration.
- Action Steps:
 - Install electricity sub-metering for targeted energy-saving measures.
 - Collaborate with Guam Power Authority to align renewable energy goals (50% by 2030).
 - Explore nature-based solutions such as mangrove restoration for carbon sequestration.

2. Zero Waste Strategy

- Objective: Support Guam's goals to achieve 50% waste reduction by 2035 and 75% by 2045.
- Strategic Initiatives:
 - Establish a Recycling Enterprise Zone (REZ) for processing waste such as junk vehicles and tires.
 - Implement a Green Purchasing Initiative prioritizing environmentally friendly products.
 - Enact mandatory recycling policies for Port operations under the Port Strong Recycles program.

3. Climate Change Resilience

- Objective: Build resilience to climate impacts such as extreme weather, sea-level rise, and increasing temperatures.
- Action Steps:
 - Conduct vulnerability assessments for infrastructure and operations.
 - Develop mitigation and adaptation strategies informed by IPCC projections.
 - Strengthen partnerships with government agencies and private entities.

4. Operational and Strategic Alignment

- Energy Measures: Transition to LED lighting, energy-efficient HVAC systems, and solar energy.
- Transportation Measures: Electrify passenger fleet as a phased approach to decarbonize operations.
- Partnership Development: Collaborate with local agencies, non-profits, and businesses to amplify impact.

Key Elements of Resolution No. 2024-18:

A. Grant-Funded Initiatives:

- **The EPA Clean Ports Program grant will support:**
 - Conducting a mobile emissions inventory.
 - Updating the Net Zero Emissions Strategy.
 - Developing a workforce plan for sustainability readiness.
 - Creating a resiliency strategy to address climate risks.
 - Implementing decarbonization and electrification efforts.
- **Leadership Contributions**
 - **Vice Chairperson Conchita S.N. Taitano's Leadership:** Her extensive public service, expertise in sustainability, and role on Guam's Zero Waste Task Force have been instrumental in aligning ZEW goals with Guam's broader environmental priorities.

- **First Gentleman Jeff Cook's Collaboration:** His leadership and contributions through the Zero Waste Task Force have advanced the Port's commitment to Guam's sustainability objectives.
- **Project Consultants and Port Planners:** Jacobs and WSP USA Inc. provided critical technical expertise, while Strategic Planning Division Chief Joe Javellana III ensured alignment with the Port's long-term vision.
- **Guam EPA:** Administrator Michelle Lastimoza and her team provided essential support, reinforcing the Port's success in achieving this grant.
- **Governor Lou Leon Guerrero and Lt. Governor Joshua Tenorio:** Their leadership and dedication to environmental initiatives have set the foundation for the Port's progress in sustainability.

B. Oversight:

The resolution directs the General Manager to:

- Oversee the implementation of ZEZW goals.
- Track progress and report updates to the Board.
- Leverage emerging technologies and funding opportunities to enhance sustainability efforts.

C. Goals and Vision

The ZEZW Plan embodies the Port's commitment to:

- Reducing environmental impacts through innovative practices.
- Enhancing operational efficiency and sustainability.
- Fostering interagency collaboration to address island-wide waste and emissions challenges.
- Advancing Guam's role in regional and global sustainability initiatives.

D. Recommendation for Adoption

Resolution No. 2024-18 formalizes the Port's sustainability objectives, enabling the integration of the ZEZW Plan into the 2023 Master Plan. Your approval of this resolution is critical to advancing the Port's leadership in environmental responsibility and ensuring long-term resiliency for Guam's only commercial seaport.

BOARD OF DIRECTORS

*Dorothy P. Harris, Chairperson
Conchita S.N. Taitano, Vice Chairperson
Fe R. Valencia-Ovalles, Board Secretary*



Resolution No. 2024-18

RELATIVE TO ADOPTING THE ZERO-EMISSION AND ZERO-WASTE (ZEW) RESILIENCY AND SUSTAINABILITY GOALS DEVELOPED BY JACOBS AND WSP USA INC. FOR THE PORT OF GUAM AND INTEGRATING THESE GOALS AND OBJECTIVES INTO THE SUSTAINABILITY COMPONENT OF THE 2023 MASTER PLAN FOR THE PORT AUTHORITY OF GUAM.

BE IT RESOLVED BY BOARD OF DIRECTORS OF THE JOSE D. LEON GUERRERO COMMERCIAL PORT:

WHEREAS, the Port Authority of Guam (the Port) is committed to advancing sustainability and resiliency as core pillars of its operations, ensuring long-term environmental stewardship, operational efficiency, and alignment with local, regional, and global sustainability initiatives; and

WHEREAS, the Port recognizes the importance of adopting innovative strategies to reduce its carbon footprint and achieve zero-emission and zero-waste goals; and

WHEREAS, the Port acknowledges the need for continuous improvement and adaption to address emerging environmental sustainability and resiliency challenges; and

WHEREAS, the Port has been awarded \$2,410,415 through the U.S. Environmental Protection Agency's (EPA) Clean Ports Program under the Climate and Air Quality Planning Competition, a prestigious and highly competitive grant program funding only 55 projects across 27 states and territories; and

WHEREAS, the EPA grant reflects the collective efforts of the Port Team, with WSP serving as the Port's Owner Agent, Jacobs as its Subcontractor, and the leadership of Vice Chairperson Conchita S.N. Taitano, whose 30-plus years with Guam EPA and public service uniquely position her to advance the Port's sustainability goals; and

WHEREAS, Vice Chairperson Taitano's contributions, including her certification through the Massachusetts Institute of Technology (MIT) Sustainability Program and her collaboration with First Gentleman Jeff Cook on Guam's Zero Waste Task Force, have been instrumental in shaping the Port's Sustainability and Resiliency Plan and aligning it with Guam's broader environmental initiatives; and

WHEREAS, the Port's Strategic Planning Division, led by Chief Planner Joe Javellana III, played a critical role in advancing the ZEW goals by collectively leveraging their expertise and aligning the initiatives with the Port's long-term strategic vision; and

WHEREAS, the Port acknowledges the vision and leadership of Governor Lou Leon Guerrero and Lt. Governor Joshua Tenorio, whose appointment of Vice Chairperson Taitano and steadfast support for sustainability initiatives have laid the foundation for the Port's success in securing this grant; and

WHEREAS, Guam EPA Administrator Michelle Lastimoza and her Team have provided invaluable collaboration and support, reinforcing the shared goal of creating a sustainable and resilient Port for Guam's future; and

WHEREAS, the Clean Ports Program funding will directly support the Port's Net Zero Emissions Strategy Update and Implementation Plan, which aligns with the ZEW Plan and includes the following key objectives:

1. Conducting a mobile emissions inventory to quantify and address emissions sources;
2. Updating the Net Zero Emissions Strategy to reflect current priorities and opportunities;
3. Preparing a workforce development plan to equip the Port's staff for a sustainable future;
4. Developing a resiliency strategy to assess climate risks and vulnerabilities; and
5. Creating an implementation plan to outline actionable steps for decarbonizing and electrifying Port operations; and

WHEREAS, the ZEW Plan and the EPA-funded initiatives are integral to achieving the Port's sustainability goals and improving air quality, climate resilience, and operational efficiency, all of which align with the 2023 Master Plan's sustainability component and the "Look Ahead 2024" framework; and

WHEREAS, the Port's efforts are rooted in collaboration with key stakeholders, including Guam EPA, the Bureau of Statistics and Plans (BSP), Guam Power Authority (GPA), Department of Public Works (DPW), private industry, and non-profits, to ensure the successful integration of these initiatives; and



WHEREAS, the Port is dedicated to fostering a culture of environmental responsibility through community engagement, which is a fundamental aspect of the Port's approach, reinforcing a shared vision for a cleaner and more sustainable Guam;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Port Authority of Guam hereby adopts the zero-emission and zero-waste resiliency and sustainability goals developed by Jacobs and WSP USA Inc., integrates these goals into the sustainability component of the 2023 Master Plan, and incorporates the initiatives funded by the EPA Clean Ports Program; and

BE IT FURTHER RESOLVED, that the General Manager is directed to oversee the implementation of the ZEZW Plan and the EPA-funded initiatives, ensuring progress is tracked, reported to the Board, and aligned with emerging technologies, funding opportunities, and best practices; and

BE IT FURTHER RESOLVED, that the Board of Directors requests the support of the Governor of Guam and the Bureau of Statistics and Plans in incorporating the zero-emission and zero-waste (ZEZW) resiliency and sustainability goals developed by Jacobs and WSP USA Inc. into the 2023 Master Plan prior to its official transmittal to the Guam Legislature for review and approval; and

BE IT FURTHER RESOLVED, that the Chairperson certify to, and the Secretary attest to, the adoption hereof; and that copies of this resolution shall be transmitted to the Governor of Guam, the Speaker of the Guam Legislature, the Director of the Bureau of Statistics and Plans, and other relevant stakeholders.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF
DIRECTORS THIS 27th DAY OF NOVEMBER, 2024.**

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

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

PORT AUTHORITY OF GUAM
CONTRACT SUMMARY UPDATE

No.	Consultant/Vendor	Type of Service	Solicitation Method Reference No.	Division	Contract Term	Initial Term	Expiration After Options	Next Renewal Due Date	Annual Amount (Comments / Notes)
PROFESSIONAL SERVICES									
1	A1 - Guam WEBZ	Web Development, Hosting, Support and Maintenance Svcs	IFB-002-20	IT	3 years w/2 1 yr options	04/01/2020 to 03/31/2023 w/ 2 1yr options	03/31/25	03/31/24	Fees based on rates
2	Allied Human Resources	Temporary Staffing Services	RFP 024-002	HR	Preparing for Cost Negotiations				
3	AM Insurance	Insurance Coverages	GSA/PAG-015-22	Finance	5 years	10/01/2022 to 09/30/2023	09/30/27	09/30/24	Premium Based/Annual renewal
4	AM Insurance	Workers Compensation Coverages	IFB-PAG-011-23	Finance/Safety	3-years				In cost negotiations
5	Matson	PMC for Gantry Cranes	RFP-020-005	EQMR	5 years with options to 20 years	11/05/21 to 11/05/26		11/05/26	\$200K per annum
6	Bank of Guam	Banking Services	RFP 020-004	Finance	5 years	5/14/21 to 5/13/26	05/14/26	05/14/26	
7	Mobil Oil Guam	Management and Operations of Golf Pier	RFP-PAG-021-002	Commercial	5 years	Month to Month Lease Agreement			Golf Pier Damaged from Typhoon Mawar
8	Island CERTS Corp.	OSHA Training & Certification Services for Maritime Terminal Operations	RFP-024-001	Human Resources	5 years	05/24/24 to 05/23/29			
9	Pacific Human Resources, Inc.	Drug Free Workplace Program	RFP-020-003	Human Resources	Initial 3yr term with 2 add'l one year options, not to exceed 5 yrs	06/15/20 to 6/14/2023	06/15/25	06/15/24	Final Year
10	Milo Appraisals	Real Estate Appraisal Services	RFP-021--004	Commercial	3yrs w/ 2 option	10/06/21 to 10/05/24	10/05/26	10/05/24	Task Order based
11	International Health Providers IHP	Medical Examination Services	RFP-022-005	Human Resources	3 yr. w/ 2 options NTE 5 years	06/14/23 to 06/13/26 w/ Two 1yr options NTE 5yrs	06/13/28	06/13/26	Fees based on rates
12	Tristar Terminal Guam	M & O of F-1 Fuel Pier Facility	RFP-019-004	Commercial	5 years	04/01/21 to 03/31/26	04/01/21	03/31/26	
13	Ernst & Young	Annual Independent Audit Services	RFP 022-004	Fiscal	3 years w/2 1 yr option	FY22, FY23, FY24, (FY25 Option)	2025	2024	
14	WSP USA Inc.	OAE - Owner Agent Engineer	RFP-021-003	Planning	2 yr w/ 3 options NTE 5 yrs	10/22/21 to 10/21/23	10/22/26	10/23/25	\$1.5M

PORT AUTHORITY OF GUAM
CONTRACT SUMMARY UPDATE

No.	Consultant/Vendor	Type of Service	Solicitation Method Reference No.	Division	Contract Term	Initial Term	Expiration After Options	Next Renewal Due Date	Annual Amount (Comments / Notes)
15	N.C. Macario & Associates	A/E Design and Consulting Services Golf Pier	RFP 019-002	Engineering	3 years w/2 1 yr options	11/20/19 to 11/19/22	11/19/2024	11/20/2022	Did not renew
16	N.C. Macario & Associates	A/E Design and Consulting Services EQMR, Warehouse No.1, Waterline Relocation	RFP 019-003	Engineering	3 years w/2 1 yr options	02/05/20 to 02/04/23	2/5/2025 final year	2/4/2024	\$1,406,427.48
17	GHD	Construction Management Services	RFP 020-002	Engineering	Initial 2 years with 3 add'l One year options not to exceed 5 yrs	3/15/21 to 3/14/23	3/15/2025	3/14/2024	Did not renew
18	AM Orient	A&E Design of Fuel Pipeline System	RFP 022-003	Planning/CIP		6/28/23 to 6/27/25 w/ 1 option	6/27/2026	6/27/2025	\$471,588.55
CONSTRUCTION CONTRACTS									
No.	Consultant/Vendor	Type of Service	Solicitation Method Reference No.	Division	Contract Term	Contract signed	Expiration After Options	Next Renewal Due Date	Annual Amount (Comments / Notes)
1	Sumitomo Mitsui Construction Company	Re-bid - Construction Rehab of H-Wharf and Hwy 11 Roadway Reconstruction	IFB-022-002	CIP/Planning	790 Calendar days from NTP	8/9/2022			\$47M approx.
2	Guam Shipyard	Design Demolition of 5 inoperable Port Cranes and One Barge at F-6	MS IFB 021-002	CIP/EQMR	410 calendar days	9/10/2021			\$2,573,155.00
3	BME and Sons	Waterline Replacement Project	IFB -021-005	CIP	365 calendar days from NTP. Amended to Extend to 12/31/24	3/9/2022			\$4.8M
4	Cabras Marine Corp	Supply/ Install New 11 ea. Cylindrical Fendering System at F3 & F5 Rubber Leg Arch Fenders at F4 to F6	IFB 022-008	CIP	243 calendar days from NTP. Amended to Extend to 12/31/24	12/22/2022			\$301,077.47
5	JJ Global	EQMR Building Repair & Maintenance Project	IFB 021-010	CIP	540 days from NTP Amended to Extend to 09/30/24	5/10/2022			\$2,798,009.83
6	Guam Evergreen Construction Corp	Welding Shop Repairs & Upgrades	IFB-024-002	CIP/Planning	365 calendar days from NTP	Pending 100% Bonding			
7	Guam Evergreen Construction Corp	Yard Pole Signage	IFB-024-005	CIP	274 calendar days from NTP signed 8/19/24	8/14/2024			\$324,000.00
8	Guam Evergreen Construction Corp	Roof Vent Repairs WH1	IFB-024-003	CIP	182 Calendar Days from NTP	9/4/2024			\$225,000.00
9	Surface Solutions	Painting of Various PAG Buildings	IFB-024-006	CIP	270 calendar days from NTP				\$85,999.15
10	Guam Evergreen Construction Corp	F3-F6 Bulkhead Repairs	IFB-024-007	CIP		Preparing NOA			\$289,000.00

Port Authority of Guam
CIP / Engineering Divisions

Status as of November 21, 2024

Fact Sheet No. **128**

**Project Status
Post-Award Projects**

Project Title	Design-Build Agat Marina Bathrooms
Project Number	IFB-PAG-CIP-022-006
Project Amount	\$ 345,000.00
Work in Progress (WIP)	Completed
Funding Source	PAG Budget FY22
Contractor	PRO PACIFIC Builders Corporation (PBBC)
Designer of Record	Coeval Design Partners
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	July 18, 2022
Project Completion Date	May 15, 2024
Current Status: Completed.	

Project Title	EQMR Building Maintenance
Project Number	IFB-PAG-CIP-021-010
Project Amount	\$ 2,500,000.00
Work in Progress (WIP)	81% Complete
Funding Source	PAG
Contractor	JJ Global Services
Designer of Record	NC Macario and Associates
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	January 3, 2023
Project Completion Date	Sept. 3, 2024 (Request to Extend POP forth coming)
Current Status:	
<ul style="list-style-type: none"> ➤ Removal and Installation of Electrical Components - Ongoing ➤ Interior and Exterior Painting near completion. ➤ Fire Protection Installation forth coming. 	

Project Title	PAG Waterline Replacements
Project Number	IFB-PAG-CIP-021-005
Project Amount	\$ 4,856,569.00
Work in Progress (WIP)	73% Complete
Funding Source	PAG
Contractor	BME & Sons
Designer of Record	NC Macario and Associates
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	March 21, 2022
Project Completion Date	Dec. 31, 2024 (PAG anticipates a request to extend the POP)
Current Status: Installation of New waterline is on-going. Currently the new waterline is being installed along Wharf F4 to F6, between the gantry rails.	

Project Title	Design, Demolition, Removal & Proper Disposal of 5 Inoperable Cranes and Optional Removal/Disposal on one Barge YFN816
Project Number	IFB-PAG-CIP-021-002
Project Amount	\$ 2,573,155.00
Work in Progress (WIP)	85% Complete
Funding Source	PAG
Contractor	Guam Shipyard (Guam Industrial Services, Inc.)
Designer of Record	PAG In-House
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	September 13, 2021
Project Completion Date	November 15, 2024 (Request to extend POP has been submitted)
Current Status: Demolition of All Cranes and YFN-816 has been completed. Disposal of crane and barge material ongoing.	

Project Title	Rehabilitation of H-Wharf and Access Road
Project Number	IFB-PAG-CIP-022-002
Project Amount	\$ 46,331,895.00 (Original Amount: \$23,000,000.00)
Work in Progress (WIP)	30% Complete
Funding Source	TIGER Grant and PAG Revenue Bond
Contractor	Sumitomo Mitsui Construction Co. LTD (SMCC)
Designer of Record	WSP
Construction Manager	GHD Engineering
Notice to Proceed Issued	TBD (On-Hold)
Project Completion Date	TBD
Current Status: On-Hold	

Project Title	Repainting of the CMU Wall Project
Project Number	IFB-PAG-CIP-024-001
Project Amount	\$218,000.00
Work in Progress (WIP)	Completed
Funding Source	PAG Funds (FEMA Reimbursable)
Contractor	Guam Evergreen
Designer of Record	N/A
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	March 14, 2024
Project Completion Date	September 15, 2024
Current Status: Completed	

Project Title	Yard Poles/Signage Replacement Project (34 EA.)
Project Number	IFB-PAG-CIP-024-005
Project Amount	\$324,000
Work in Progress (WIP)	0% Complete
Funding Source	PAG Funds (FEMA Reimbursable)
Contractor	Guam Evergreen Corp.
Designer of Record	N/A
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	August 19, 2024
Project Completion Date	May 5, 2025
Current Status: Construction has yet to begin. Project Submittals and Material Procurement are on-going.	

Project Title	Warehouse 1 Roof Vents Replacement Project
Project Number	IFB-PAG-CIP-024-003
Project Amount	\$225,000
Work in Progress (WIP)	0% Complete
Funding Source	PAG Funds (FEMA Reimbursable)
Contractor	Guam Evergreen
Designer of Record	N/A
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	September 4, 2024
Project Completion Date	March 5, 2025
Current Status: Construction has yet to begin. Project Submittals and Material Procurement are on-going.	

Project Title	Repainting of Misc. PAG Buildings
Project Number	IFB-PAG-CIP-024-006
Project Amount	\$85,999.15
Work in Progress (WIP)	0% Complete
Funding Source	PAG Funds (FEMA Reimbursable)
Contractor	Surface Solutions
Designer of Record	N/A
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	October 7, 2024
Project Completion Date	July 4, 2024
Current Status: Painting of CIP/Engineering Building completed. Painting of LC1, PCC, and Old Horizon Building On-going.	

Project Title	Welding Shop Maintenance and Repair Project
Project Number	IFB-PAG-CIP-024-002
Project Amount	\$386,370
Work in Progress (WIP)	0% Complete
Funding Source	OIA Grant + PAG funds
Contractor	Guam Evergreen Corp.
Designer of Record	N/A
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: Pending Purchase Order. Pre-Construction Meeting and Notice to Proceed scheduled on December 6, 2024.	

Project Title	F3 – F6 Bulkhead Repair
Project Number	IFB-PAG-CIP-024-007
Project Amount	\$289,600
Work in Progress (WIP)	0% Complete
Funding Source	PAG Funds (FEMA Reimbursable)
Contractor	Guam Evergreen Corp
Designer of Record	TBD
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: Pending Purchase Order. Pre-Construction Meeting and Notice to Proceed will follow.	

Pre-Award Project

Project Title	Warehouse 1 Building Maintenance
Project Number	IFB-PAG-CIP-022-009
Project Amount	\$ 4,215,000.00
Work in Progress (WIP)	0% Complete
Funding Source	PAG Bonded Project
Contractor	TBD
Designer of Record	NC Macario & Associates
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: Project is scheduled to be advertised on November 22, 2024. IFB due on January 3, 2025.	

Project Title	Harbor Master Office + Admin Structural Repairs
Project Number	TBD
Project Amount	\$ 250,000 (Estimate)
Work in Progress (WIP)	0% Complete
Funding Source	PAG Funds
Contractor	TBD
Designer of Record	TBD
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: SOW drafted and Cost Estimate developed, will request account number after comments are addressed.	

Project Title	Golf Pier Replacement Project
Project Number	TBD
Project Amount	\$ 82.0 M
Work in Progress (WIP)	0% Complete
Funding Source	FEMA PA/HMGP
Contractor	TBD
Designer of Record	TBD
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: TS Mawar damages resulted in the pier's inoperability. Discussion with FEMA and USACE on-going with respect to design and construction cost.	

Project Title	New Administration Building
Project Number	TBD
Project Amount	\$15-20 M (Current Estimate)
Work in Progress (WIP)	TBD
Funding Source	TBD
Contractor	TBD
Designer of Record	TBD
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: Project is Pending fund allocation.	

Port Authority of Guam
Operations Division Report
October 2024

I. OVERVIEW

Vessel Calls	23
Cans Handled	7,127
Special Service(s)	95

a. Productivity

Vessel Op	Avg NMPH	TOP GANG	M/Hr
Matson			
Domestics	26.0	6	26.9
Feeder	17.1	6	27.7
MSA			
Barges/Merdian	23.0	1 & 4	30.0
Mariana	18.9	6	23.3
Triton	30.8	6	50.0
Kyowa	15.7	1	22.7
MELL			
Kotas	22.0	6	29.3
APL			
OCEANIA/ISLANDER/PRES	25.9	6	27.8

b. Equipment Status

As of : 10/31/2024	ON HAND	UP	RM	Repair
GANTRYS	3	3		0
TOP LIFTERS	11	4		7
SIDELOADERS	3	2		1
20T FORKLIFT	2	2		0
10T FORKLIFT	4	2		2
5T FORKLIFT	8	5		3
TRACTORS	27	8		19

II. YEAR TO DATE

a. Vessels_YTD 23

b. Can_Cnt YTD

October	FY24		FY25		Variance	
	I	E	I	E	I	E
Local	3061	2881	2767	2910	-10%	1%
TS	496	361	568	505	15%	40%
TSMT	100	113	106	199	6%	76%
Others (OS/Shift)	138	135	36	36	-74%	-73%
TTL	3795	3490	3477	3650	-8%	5%

FY-24 WORK INJURY REPORT

(01/01/24 to 12/31/24)

<u>Divisions</u>	<u>*Lost-time</u>	<u>**Recordable</u>	<u>*** Refused Treatment</u>
Stevedoring	1	3	0
Transportation	0	3	0
Terminal	0	1	0
EQMR	1	1	0
Port Police	0	2	0
Admin	1	0	0
Total:	3	10	0

Work Injury Summary for this reporting period: 11/21/2024

Total Injuries for FY-24 to date: 13–Injuries

3-- Lost-time

10– Recordable

0– Refused Medical Attention

Last disabling work injury was on: 11/21/24

Number of days since last work injury: 1-day

Note: PAG best record was 222 days or 7 months w/o a disabling work injury

***Lost-time = If an employee was injured on the job and medical doctor sent him/her home, his/her injury is considered a lost-time.**

****Recordable = If an employee was injured on the job and medical doctor treated him/her and released him/her back to work on the same day (Recordable because of medical charges).**

*****Refused Medical Attention: Filed WC Forms 201 & 202 for record purposes only.**