



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

REGULAR MEETING OF THE BOARD OF DIRECTORS

Jose D. Leon Guerrero Commercial Port

Friday, December 20, 2024

Virtual Board Meeting

3:00 p.m.

A G E N D A

I. CALL TO ORDER

II. APPROVAL OF MINUTES

1. November 27, 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 approve 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. 2024-19 relative to approving the creation of Equipment Maintenance Manager position in the classified service as authorized under Title 4, Guam Code Annotated, Sections 6303(d) and 6303.1.
2. Adoption of Board Resolution No. 2024-20 relative to adopting the "2025 Look Ahead" Plan: Strategic Vision and Key Priorities at the Port Authority of Guam.
3. Adoption of Board Resolution No. 2024-21 relative to requesting for abolishment of Port Civil Engineer, Financial Affairs Controller, Supply Management Administrator, Inventory Management Administrator, Safety Technician I, Safety Technician II and Safety Technician III positions under Port Authority of Guam's classification and compensation plan.
4. Acceptance of Performance Evaluation of Deputy General Manager Pacifico Martir with corresponding increment based on rating.
5. Acceptance of Performance Evaluation of Deputy General Manager Dominic Muna with corresponding increment based on rating.
6. Acceptance of Performance Evaluation of General Manager Rory Respicio with corresponding increment based on rating.

VII. ADJOURNMENT



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**MINUTES OF THE
REGULAR MEETING OF THE BOARD OF DIRECTORS
Wednesday, November 27, 2024**

I. CALL TO ORDER

The Chairperson called the regular meeting of the Board of Directors to order at 3:01 p.m., Wednesday, November 27, 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
Pacifico R. Martir, Deputy General Manager, Admin/Finance
Atty. Jamie L. Canto, Port Staff Attorney

Absent were Dominic G. Muna, Deputy General Manager, Operations. Also present was Darryl Taggerty-Senator Jesse Lujan office, and Port Authority Staff.

II. APPROVAL OF MINUTES

a. **October 31, 2024 – Regular Board Meeting:** Director Valencia-Ovalles made motion to approve the minutes of October 31, 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:** None.

IV. GENERAL MANAGER'S REPORT

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, and 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 US 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 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 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. Fautot, 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. Fautot'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. Fautot'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 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. 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.

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.).** At the previous meeting, the Board of Directors authorized management to begin the creation of position for the Equipment Maintenance Manager. In creating the position pursuant to Rule 5.015 of the Port's Personnel Rules and Regulations, and Title 4, Guam Code Annotated, Section 6303(d), being presented before the Board is a petition that includes justification of the new position; essential details concerning the creation of the position; an analysis of the similarities and differences between the position to be created and the positions listed in Title 4, GCA; position description; proposed pay range and a fiscal note. At this time, the General Manager requests for the Board's authorization to commence the transparency process. Director Valencia-Ovalles made motion to authorize management to begin the transparency and disclosure process for the creation of position for the Equipment Maintenance Manager as required by Title 4, GCA, Section 6303.1. Motion was seconded by the Vice Chairperson and was unanimously approved.

VI. NEW BUSINESS

1. **Adoption of Board Resolution No. 2024-17.** The General Manager mentioned that the resolution being presented before the Board is relative to authorizing retroactive approval of FY2024 budget expenditures and proactively applying same authorization for budget ceiling adjustment for FY2025. He explained that in a previous meeting he had reported to the Board on Port August 2024 finances in having exceeded the authorized appropriated levels by about 4.9% or \$2.5M higher than the year-to-date budget for FY2024. The General Manager stated that as a remedy, the request is to retroactively or by ratification to increase the FY2024 budget by an additional \$1.5M, and also for FY2025 budget to provide a 5% allowance which would not be new spending or for new items, but rather, would be consistent with what was authorized to spend. He recognizes that spending Port funds without prior board approval, while occasionally necessary for urgent and unforeseen expenditures, is generally considered a 'cardinal sin' in the public administration, as it undermines key principles of legal compliance, financial discipline, and accountability. The General Manager expressed that although this request has a retroactive application for this past action, the Port did not overspend cash and is still projecting a net income of about \$9M for FY2024. The unforeseen expenses relates to typhoon in October 2023, increases in insurance premiums, personnel requirements, including fully funding overtime, and an increase in operating expenses beyond initial projections.

Director Valencia-Ovalles made motion to adopt 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. Motion was seconded by the Vice Chairperson. Discussion followed, and Director Valencia-Ovalles expressed concern on the request to increase budgetary projections. She understands there to be unforeseen expenses, however, management should be more diligent in the budget preparation, and had asked for supporting documents or a report on how the Port incurred the additional expenditures above budget that was already approved by this Board. The General Manager replied that this is the first experience in having to come before the Board to request for an increase in spending authority. He restated that the Port did not overspend, in fact, the Port's financial position as of September 30, 2024, remains strong with a projected net income of \$7.9M for FY2024, a projected debt service ratio of 1.94 (exceeding the bond requirement of 1.25), and 864 days of cash on hand (surpassing Moody's recommended 500 days). The General Manager mentioned that when reporting the Port's September 2024 finances in the October 2024 board meeting, it was then realized that the budget spend was beyond what was authorized.

The Vice Chairperson recalled that the FY2024 budget was approved back in August 2023 board meeting and during that time the Board was concerned that the member's term was expiring with only three sitting members, so the Port Board of Directors back then approved a continuing resolution budget as it was unknown when the Board was going to meet again absent a quorum. It was not until April 2024 that the Port Board met consistently with Director Valencia-Ovalles onboard. The Vice Chairperson mentioned that with the additional insurance premium charge, it is expected to increase because just recently Lloyds of London is requiring the Port to update the value of port assets. With that, she expressed the importance of understanding what transpired back then at the time of passing the FY2024 budget as it was based on the thought of what was known and what would happen from the previous year. Afterwards, there were no board meetings held for several months due to the lack of quorum. The Chairperson expressed the same sentiments and mentioned that there were unanticipated expenses that occurred in FY2024, especially with the increase in insurance premiums. She recalled that the FY2024 budget was approved in advance at the time as a safeguard to ensure the Port was able to operate with a budget which is not the normal process, but was done so, not knowing whether or not the Board would have a quorum to hold other meetings.

After discussion, Director Valencia-Ovalles pointed out that the resolution gives management the authorization on ceiling adjustments on the approved budget for FY2025. She asked what is the percentage in the ceiling adjustment, or would this be an open-ended budget ceiling. The General Manager responded that the operating expenses for FY2024 exceeded 4.9% or \$2.5M. In this instance, the request is to grant a retroactive approval of an additional \$1.5M to cover the FY2024 unforeseen expenditures. As to the FY2025 ceiling adjustment, he mentioned that it is not an open-ended authorization, but because the Port exceeded the budget for FY2024 due to unforeseen expenditures, the ceiling adjustment being requested is 5% for FY2025 budget to provide a cushion but not for new spending. The Chairperson mentioned that as reassurance the resolution provides that the additional spending margin of up to 5% above appropriation level for FY2025 for existing items is contingent upon available cash flow and debt service ratio compliance. So these are two considerations that management is required to abide by prior to instituting the 5% increase for FY2025 budget. Without further discussion, the motion on the floor to adopt 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 was put to a vote and was unanimously approved.

2. **Adoption of Board Resolution No. 2024-18.** The General Manager mentioned that the resolution seeks adoption of the Zero-Emission and Zero-Waste (ZEZW) 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, this resolution formalizes initiatives supported by the \$2.4M EPA Clean Ports Program grant, positioning the Port Authority 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. Director Valencia-Ovalles made motion to adopt Board Resolution No. 2024-18 relative to adopting the zero-emission and zero-waste (ZEZW) 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. Motion was seconded by the Vice Chairperson and 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 4:34 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





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

General Manager's Report for Board of Directors December 20, 2024

- 1. UOG Junior Accounting Students tours the Port.** On November 27, 2024, nine students from the University of Guam's Junior Accountants Society (JAS) participated in a port tour where they gained firsthand experience in seeing the vital operations that support Guam's economy. Prior to the tour, the students were briefed on the valuable insights of port operation and its impact on the local community. They toured EQMR Warehouse, the wharfs, and terminal high tower where they learned about the Port's logistics systems, crane operation in the loading/unloading of cargo containers, and the capabilities of the NAVIS and TOS systems.
- 2. Port Authority of Guam and Guam Power Authority Meet to Advance LNG Integration Efforts.** On December 10, 2024, representatives from the Port Authority of Guam (PAG) and the Guam Power Authority (GPA) convened at a crucial meeting to progress discussions on the development of liquefied natural gas (LNG) infrastructure, as outlined in PAG Board Resolution No. 2024-03. The meeting, attended by stakeholders from both organizations, highlighted the ongoing collaborative efforts to ensure Guam's energy future is both sustainable and resilient. Joining via Zoom was Vice Chairperson of the PAG Board of Directors, Conchita Taitano, a key advocate for the Port's ESG (Environmental, Social, and Governance) initiatives.

In this meeting, I emphasized the significance of the Port's role in enabling Guam's transition to clean energy. This collaboration underscores our commitment to advancing sustainability in line with the Port's 2023 Master Plan and our comprehensive Sustainability Study. The integration of LNG infrastructure aligns with our vision to be a leader in environmental stewardship and social responsibility. The discussions, building on the outcomes of the May 2024 Kick-Off Meeting, focused on Phase 1 of the LNG Feasibility Study. This includes evaluating LNG demand, sourcing and shipping options, identifying the most cost-effective terminal site, and assessing environmental, cultural, and economic impacts. The meeting also reviewed options for LNG terminal arrangements, such as Floating Storage and Regasification Units (FSRU) and onshore facilities.

Vice Chairperson Taitano highlighted the importance of aligning the project with ESG principles: "As a champion of sustainability within the Port, I'm proud to see our collaborative efforts move forward. This initiative is not only about diversifying our energy resources but also about ensuring we do so responsibly, with a clear focus on governance transparency and community welfare."

Representatives from Stanley Consultants, Inc., along with their sub-consultants K&M Advisors and GHD, presented updates on potential terminal sites and infrastructure configurations. These updates were informed by initial evaluations and feedback from prior stakeholder consultations. The meeting also set the stage for the next round of stakeholder engagement, scheduled for early 2025, which will focus on community participation and finalizing feasibility assessments. Stakeholders were urged to provide insights on site evaluations, timeline considerations, and the approval processes needed to move the project forward. We also encouraged GPA to look beyond LNG to other petroleum products to help with the sustainability for the entire island of Guam. GPA officials seemed receptive to the recommendations.

The Port Authority of Guam remains steadfast in its commitment to enhancing Guam's energy infrastructure in a way that prioritizes the well-being of our community and the environment. This partnership with GPA is a testament to the power of collective action in achieving these goals. The meeting, held at the Port Authority of Guam, marked another milestone in the partnership between PAG and GPA, further cementing their shared vision of a sustainable and prosperous future for Guam.

- 3. Port Authority of Guam Supports Customs' Mandate and Ongoing Border Security Efforts.** *News Release dated December 19, 2024.* The Port Authority of Guam remains steadfast in supporting the Guam Customs and Quarantine Agency (CQA) as they fulfill their critical mandate to inspect cargo and protect our island from illegal drugs, contraband, and invasive species. Recent discussions about container inspections highlight the need to remain vigilant and focused on Customs' essential role in securing Guam's borders.

The meeting on December 19, 2024 that PAG management was to take part in with Governor Lou Leon Guerrero, Lt. Governor Joshua Tenorio, Attorney General Doug Moylan and CQA Director Ike Peredo was rescheduled due to my unexpected unavailability. I had apologized if this created the impression that the Governor is

'slow-walking' efforts to address Attorney General Moylan's claims. The Governor, Lt. Governor, and all of us at the Port share a collective drive and mission to support Customs' mandate to inspect cargo and interdict contraband. The Port's role is to provide access and logistical resources necessary for Customs to perform their duties effectively.

Actions Taken to Support Customs' Mandate:

- **Infrastructure Enhancements:** At the Governor's direction, the Port completed a feasibility study for a dedicated Customs Inspection Facility, including the provision of a four-acre property to streamline and enhance inspection capabilities.
- **Operational Support:** Since day one of this Administration, Customs Officers have been granted unimpeded access to terminal areas to ensure thorough cargo inspections.
- **Security Upgrades:** The Port secured federal grants to implement advanced surveillance systems, scanners, and additional security personnel.

Our role is to support Customs' work, and while this goes beyond our core mission, we willingly embrace this responsibility for the greater good of our island community. We have consistently provided the necessary resources, access, and infrastructure to enable Customs to carry out their mission. We are committed to preserving the strong relationship with Customs, ensuring they can perform their duties effectively, unlike the challenges they faced in the past under previous Port management.

The Port Authority remains dedicated to collaboration and accountability, supporting all efforts to strengthen border security. Protecting Guam requires each of us to fulfill our responsibilities, and we remain focused on doing exactly that.

13. **Port Authority of Guam Statement.** *News Release dated December 19, 2024.* The Port Authority of Guam takes the allegations detailed in the recent report by Attorney General Doug Moylan very seriously. The report outlines potential unlawful activities related to cargo operations at the Port, specifically referencing the Matson Lurline container ship (Voyage 85). These allegations raise concerns of possible deviations from established cargo handling and inspection procedures, jeopardizing the integrity of Port operations.

In response, the Port Authority is taking immediate and decisive action. I had directed the Operations Manager Glenn Nelson and Assistant Operations Manager Patrick Alvarez to conduct a comprehensive investigation. Under the authority delegated to them, their investigation will focus on the following:

1. Verification of the validity of the allegations.
2. Identification of any procedural lapses or violations of protocol.
3. Determination of any involvement by Port personnel.
4. Recommendations for immediate corrective actions where necessary.

They are required to juxtapose their findings against the Port's Public Cargo Terminal procedures, and verify any employees that show up in the Port's surveillance footage during the time of the allegation. Their review must include:

- A detailed analysis of the alleged activities compared to the steps outlined in the PCT Interim Access Procedures, and accountability of all port personnel during this time.
- Identification of any inconsistencies or breaches in protocol.
- Clarification of whether proper authorization, documentation, and access controls were adhered to as per these procedures.

Upon completing the investigation, their findings will be formally submitted to Port Police for further action and review, ensuring appropriate enforcement of legal and procedural standards. The final report and recommendations are due within five working days.

We are fully committed to transparency and accountability. While the specific incident falls under the jurisdiction of Guam Customs and Quarantine Agency and law enforcement authorities, we are conducting our own internal investigation to ensure our operations remain above reproach. The Port Authority will not tolerate any actions that compromise the security of our island and remains steadfast in its commitment to cooperate fully with all relevant agencies to address these concerns promptly and transparently. With the support of Governor Lou Leon Guerrero, Lt. Governor Joshua Tenorio, and the Port's Board of Directors, the Port will continue to uphold the highest standards of integrity and accountability. Our priority is the security of Guam, and we will support all efforts to protect our island's borders.

14. General Manager's Notes for YTD Finances. We are providing the following summary for November 30, 2024:

REVENUES AND CARGO THROUGHPUT:

- The Port's total operating revenue as of November 30, 2024 (2 months), is \$9.3 million, which is 10.6% or \$1.1M lower than the YTD revenue budget of \$10.4 million for November of FY25.
- The total number of containers handled in November is 13,830, which is lower by 10.1% or 1,549 containers compared to last year's YTD total of 15,379 containers. The total tonnage for non-containerized cargo stands is 33K revenue tons, a 10% decrease from last year's November total of 37K revenue tons.

OPERATING EXPENSES:

- Overall operating expenses as of November 30, 2024, total \$10.3 million, which is 7%, or \$711K higher than the November FY25 budget of \$9.6 million. Some of the expenses that are high in the first two months are General Insurance, Repairs and Maintenance, and Agency and Management Fees.

OVERTIME EXPENSE AND DIRECT LABOR REVENUE:

- Overtime for all the divisions for the month of November is \$300K, which is 9%, or \$28K, higher than the FY25 overtime budget
- The total Direct Labor revenue as of November is \$674K, 0.2% or \$1K lower than the FY25 budget of \$675K.

YTD OPERATING REVENUES MINUS YTD EXPENSES:

- Operating revenues minus operating expenses resulted in an operating loss of \$979K. After adding the net Other Income/Expenses totaling -\$269K, the final result for November is a net loss of \$1.2 million. There are no federal reimbursements booked in the past two months.
- The total days cash on hand as of November is 795 days, which is 59% higher than the 500 days requirement by Moody's rating agency.
- The first months of the fiscal year normally results into lower net income or a net loss because of lower volume of cargos and increases in expenses due to retirees COLA/ Supplemental billings and other divisions prior year purchases

but were billed in the subsequent fiscal year. There are currently ongoing work by vendors that are federally funded. They haven't been billed to the federal agencies, so this will be additional revenues that will be recorded in the subsequent months.

15. 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 29, 2024.
- **U.S. Economic Development Administration (EDA) Fuel Pipeline Connectivity Project.** *Status Quo* - 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 an RFP to select a lender for commercial loan financing to replace the PAG's ship-to-shore gantry cranes.
 - Port team is working with local USDA office to complete the application process and the type of procurement the Port will execute.
- **MARAD Marine Highway Program. Update** - On December 11, 2024, MARAD Senior Grants Management Specialist authorized the PAG to proceed with the purchase of five 5.5-ton forklifts, per grant terms. The contract and PO is currently in route for signature approvals.
- **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* - 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.**

Update:

- The purchase of two terminal yard tractors under grant 98T77501 – Delivery is anticipated by May 2025.
 - FY2024 DERA Territory Grant application was submitted by Strategic Planning on December 6, 2024 for the replacement of two additional terminal yard tractors.
-
- **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. PAG provides monthly updates to Team MARAD on pre-NEPA progress.
 - On November 26, 2024, PAG requested Historic American Engineering Record (HAER) numbers for Pier F-1 and Berths F2 to F6 from the National Park Service (NPS) and is awaiting their assignment, along with feedback on the review of the HAER Mitigation Report and Photo Scans. Additionally, PAG is awaiting the Guam SHPO's review and concurrence of the HAER Mitigation Report and Photo Scans.
-
- **Office of Insular Affairs Maintenance Assistance Program (MAP).**

Update:

- **Port Welding Shop Phase 1 & 2 Project.** The contract and PO have been signed. Notice to Proceed (NTP) commenced on December 10, 2024. The project is now pending the submission of construction materials by the contractor for approval.
- **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.

Status Quo:

- 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 by 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 notice of selection under the Lead Applicant Community First Guam Federal Credit Union application, which was submitted on November 21, 2024 deadline to US EPA.
 - 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.** 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. ***Status Quo*** - The Port is awaiting notice of selection.
- **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. *Status Quo* - The draft 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)**
 - *Status Quo* - 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.

16. **Port Revenue Bonds Project Status.** As of December 17, 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.

17. Critical Focus Areas and Strategic Wins: 2024 Year in Review.

Introduction

This report highlights the key challenges the Port Authority of Guam faced in 2024 while showcasing significant achievements that reflect the collective efforts of all divisions. It underscores critical focus areas requiring ongoing attention and agency-wide successes, demonstrating the Port's unwavering commitment to modernization, operational excellence, and resilience in support of Guam's economic growth and national security.

As the island's vital gateway, the Port facilitates 90% of all incoming goods and supports 30% of military-related operations. In 2024, we advanced major milestones in infrastructure modernization, sustainability initiatives, financial management, and workforce development. These accomplishments reinforce the Port's strategic role in maintaining Guam's economic vitality and regional security in the Indo-Pacific.

Looking ahead to 2025, we aim to advance essential infrastructure upgrades, pursue sustainability goals, invest in workforce development, and support national security readiness. By enhancing resilience and driving operational excellence, the Port Authority of Guam remains dedicated to addressing the evolving needs of our community, military partners, and regional stakeholders.

Top 2024 Critical Focus Areas & Highlights (Year in Review)

Gantry Crane Procurement Progress: The Board authorized a multi-step bid process to begin procuring up to three new gantry cranes. This process addresses the urgent need to replace the current fleet, which is over 40 years old and nearing the end of its service life. While funding for all three cranes has not yet been secured, this step establishes the groundwork for maintaining operational efficiency and national security readiness.

A key challenge in this procurement effort is avoiding reliance on China-made cranes due to U.S. national security concerns. Federal guidelines emphasize the importance of sourcing cranes from trusted manufacturers. This complicates procurement, as non-China alternatives often come with higher costs and longer lead times. Securing funding that aligns with these national security requirements remains a top priority for the Port.

Continuing to Explore Solutions for Fuel Infrastructure Upgrades: Progress continued on the critical repair and upgrade of the Port's fuel infrastructure, essential for Guam's fuel supply and national security operations. The upgrades focus on Golf Pier, F1 Pier, and the Area A Fuel Storage Facility, all of which play vital roles in ensuring reliable fuel distribution for commercial and military needs.

- **Golf Pier:** Currently inoperable due to extensive damage from Typhoon Mawar in 2023. FEMA has identified repairs to Golf Pier as an immediate priority due to its importance in handling bulk fuel operations.
- **F1 Pier:** Repairs to F1 Pier have also been prioritized and will commence once the scope and cost estimates for Golf Pier are finalized.
- **Area A Fuel Storage Facility:** The upgrade and rehabilitation of Area A are underway to replace aging storage tanks and associated infrastructure. These improvements will enhance fuel storage capacity, safety, and operational reliability, meeting the growing demands of Guam's commercial and military operations.

These fuel infrastructure upgrades are critical for enhancing the Port's resilience and ensuring reliable fuel supply for Guam's residents, the Guam Power Authority, and the military's Indo-Pacific operations. Key challenges include securing funding, coordinating with FEMA and federal partners, and managing project timelines to avoid disruptions to fuel supply operations.

Financial Management Recognition

General Manager Rory J. Respicio received the AGA 2024 Distinguished Local Government Leadership Award for excellence in financial management. This award highlights the Port's significant financial turnaround from a \$104,000 deficit to a \$26.4 million surplus within five years. The Port's strategic financial practices, transparency, and accountability have positioned it as a low-risk auditee and enhanced its financial credibility. This recognition underscores the importance of continued fiscal discipline and prudent management to sustain long-term financial health.

Moody's and S&P Ratings

In 2024, Moody's Investors Service reaffirmed the Port's Baa2 credit rating for the fourth consecutive year, and S&P Global Ratings maintained the Port's 'A' rating with a stable outlook. These ratings reflect:

- **Financial Stability and Resilience:** Consistent operating revenues and strong liquidity.
- **Debt Service Strength:** Solid debt service coverage ratios around 2x.
- **Operational Reliability:** The Port's critical role as the primary entry point for goods and military supplies in Guam.
- **Maintaining these ratings** ensures favorable borrowing terms and demonstrates confidence in the Port's financial management.

Sustainability Commitment

The Port adopted ambitious Zero-Emission and Zero-Waste Resiliency Goals as part of its long-term commitment to environmental stewardship and operational resilience. This initiative is supported by a \$2.41 million EPA Clean Ports grant, which will fund:

- Acquisition of zero-emission cargo-handling equipment.
- Waste reduction and emissions control programs.
- Development of a Port Sustainability and Resiliency Plan to align operations with Guam's broader environmental goals.

These efforts reinforce the Port's commitment to reducing its environmental footprint and enhancing sustainability practices.

Transparency and Accountability

The Port achieved a clean audit report for FY 2023, with no findings of fraud, abuse, or material weaknesses. This reflects the Port's dedication to ethical financial practices and transparency. Additionally, the Port earned the AGA Platinum Award for Excellence in Citizen-Centric Reporting for the third time, recognizing clear and accessible communication with the public about:

- Financial performance and goals.
- Operational challenges and achievements.
- Use of ratepayer funds.

Core Values Remain Intact

The Port continues to uphold core values that guide its operations and strategic decisions:

- **Employee Empowerment and Well-being:** Supporting a motivated and skilled workforce.
- **Financial Stability and Accountability:** Ensuring responsible financial practices.
- **Collaborative Partnerships:** Enhancing efficiency through strong partnerships.
- **Community Engagement and Customer Service:** Strengthening public trust and support.
- **Sustainability and Environmental Responsibility:** Committing to sustainable practices and environmental stewardship.

Challenges and Solutions in 2024

Funding Constraints:

Challenge: Securing adequate funding for critical infrastructure projects while maintaining financial discipline and avoiding unauthorized spending.

- **Solution:**
 - Pursued federal grants, including funding from the EPA Clean Ports Program and the Office of Local Defense Community Cooperation (OLDCC).
 - Recommended bond financing and leveraged public-private partnerships (P3s) to increase funding flexibility.
 - Implemented real-time financial monitoring systems to maintain budget discipline and prevent overspending.
 - Demonstrated transparency by seeking retroactive board approval for necessary spending authorizations.

Aging Infrastructure:

Challenge: The Port's aging infrastructure, including gantry cranes, wharves, and fuel piers, poses risks to operational efficiency, safety, and national security readiness.

- **Solution:**
 - Advanced a multi-step bid process to replace aging gantry cranes, with efforts to avoid reliance on China-made cranes due to national security concerns.

- Prioritized Golf Pier and F1 Pier repairs through FEMA support, addressing damages caused by Typhoon Mawar.
- Continued progress on Area A Fuel Storage Facility rehabilitation to enhance fuel capacity and operational resilience.
- Collaborated with the CIP/Engineering Division to plan upgrades for Berths F2 to F6 for earthquake resilience.

Lease Compliance Issues:

Challenge: Non-compliant leases and tenant delinquencies impact revenue and operational efficiency.

• **Solution:**

- Strengthened collaboration with the Legal Division to ensure timely enforcement of lease terms and address delinquencies.
- Enhanced cross-divisional coordination with Finance, Commercial, and Legal Divisions to standardize compliance protocols.
- Focused on implementing a clear escalation process for addressing urgent legal concerns related to lease compliance and abandoned assets.
- Developed tenant communication plans to ensure transparency and foster accountability.

Workforce Morale and Development:

Challenge: Maintaining employee morale, engagement, and development amid operational demands and strategic changes.

• **Solution:**

- Implemented the Desk Audit Policy to ensure employees are fairly recognized for expanded duties.
- Introduced the Port Challenge Coin to honor workforce unity, pride, and resilience.
- Achieved a 99% favorable work experience in the employee satisfaction survey, while addressing areas for improvement in morale and communication.
- Supported professional growth through mentorship, cross-training, and out-of-position assignments to build a flexible and resilient workforce.
- Emphasized succession planning and leadership development to ensure continuity and readiness for future challenges.

Cross-Divisional Collaboration:

Challenge: Persistent communication gaps between divisions created bottlenecks and inefficiencies.

• **Solution:**

- Focused on fostering a unified approach to ensure there is “one Port of Guam” working toward shared goals.
- Improved coordination between Operations, Administration, Finance, Legal, and Commercial Division to resolve challenges collectively.
- Reinforced the importance of collaborative decision-making to break down silos and enhance overall efficiency.

Strategic Focus for 2025

Infrastructure Modernization:

Challenge: Aging infrastructure threatens operational efficiency, safety, and national security readiness.

• **Gantry Crane Replacement:**

- Complete the multi-step procurement process for up to three new gantry cranes to replace the current 40-year-old fleet.
- Continue securing funding from the Department of Defense (DoD) and federal partners while addressing challenges related to cybersecurity risks associated with foreign manufacturing, particularly from China.

• **Fuel Infrastructure Modernization:**

- **Golf Pier and F1 Pier Replacement:** Continue prioritizing the full replacement of the Golf Pier and F1 Pier through a public-private partnership (P3) model to ensure reliable fuel distribution for commercial and military operations, locally and regionally. Additionally, explore the possibility of partnering with the Guam Power Authority (GPA) to develop a Liquefied Natural Gas (LNG) facility at Golf Pier, in addition to handling other petroleum products currently being piped through the pier, to enhance energy diversification, supply resilience, and operational efficiency.
- **Area A Fuel Storage Facility:** Advance the full replacement and modernization of the Area A Fuel Storage Facility through a public-private partnership (P3) model to enhance fuel capacity, operational efficiency, and resilience.

- **Wharf Modernization:**

- Complete procurement bid for Berths F2 to F6 using the \$17.9 million RAISE grant to improve earthquake resilience and operational reliability.
- Continue progress on the Hotel Wharf Rehabilitation Project in coordination with MARAD to modernize cargo operations.

Sustainability Initiatives:

Challenge: Meeting environmental goals while maintaining operational efficiency and resilience.

- **Zero-Emission and Zero-Waste Goals:**

- Execute the Port's Zero-Emission and Zero-Waste Resiliency Goals, integrating findings from the EPA Clean Ports Program and the DERA Grant for emissions reduction.
- Implement initiatives to reduce the Port's carbon footprint and improve waste management practices.

- **Green Infrastructure Funding:**

- Leverage EPA and MARAD grants to fund sustainability projects, including the acquisition of zero-emission cargo-handling equipment and energy-efficient infrastructure.

Workforce Development:

Challenge: Ensuring a resilient, skilled workforce ready for future challenges and operational demands.

- **Succession Planning and Leadership Development:**

- Identify and develop high-potential employees through formal mentorship programs and leadership training.

- **Desk Audit Policy:**

- Ensure fair recognition and compensation by aligning roles and responsibilities with current organizational needs.

- **Cross-Training and Out-of-Position Assignments:**

- Implement cross-training and General Manager's Out-of-Position Assignments Policy to enhance workforce flexibility and fill critical roles during emergencies.

- **Employee Engagement and Incentives:**

- Continue Port Board-funded events like Port Week Celebrations, recognition ceremonies, and wellness programs to boost morale and unity.

Financial Oversight:

Challenge: Maintaining budget discipline while securing funding for essential projects.

- **Real-Time Financial Monitoring:**

- Enhance transparency and prevent overspending through automated budget dashboards and real-time analysis.

- **Bond Financing and P3s:**

- Pursue additional funding through bond financing and public-private partnerships to support critical infrastructure modernization.

National Readiness and Collaboration:

Challenge: Aligning infrastructure projects with national security priorities and readiness needs.

- **Port Readiness Plan Advocacy:**

- Continue collaboration with federal partners and advocate for the adoption of the Port Readiness Plan to ensure alignment with Indo-Pacific security strategies.

- **Federal Funding:**

- Secure funding for projects that enhance Guam's role in supporting U.S. military operations and regional security.

Cross-Divisional Collaboration:

Challenge: Eliminating communication gaps and operational silos.

- **Unified Operations:**

- Foster a "One Port of Guam" culture to enhance communication between divisions and address challenges collectively.
- Integrate data-driven tools to improve coordination, particularly in addressing underbillings and aligning operational reporting with financial systems.

Community Engagement:

Challenge: Maintaining transparency and relationships with the Port User's Group, other local and federal partners, regulators, and the broader community.

Solution:

- **Port Users and Tenant Relations:**
 - Engage with port users, tenants, and stakeholders to ensure transparency, improve service delivery, and foster collaboration.
 - Facilitate regular meetings and feedback sessions with the Port User's Group to address concerns and align on operational priorities.
- **Governor, Lt. Governor, Board, and Legislative Collaboration:**
 - **Collaboration with Leadership:**

Work closely with Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, the incoming 38th Guam Legislature, and the Board of Directors – Chairperson Dot Harris, Vice Chairperson Conchita Taitano, and Board Secretary Fe Ovalles – to advance strategic initiatives, secure funding, and support policies that benefit the Port and community.
 - **Strategic Advocacy:**

Highlight leadership support in public engagements and advocacy efforts to ensure alignment with Guam's strategic goals and national security priorities.
- **Federal and Regulatory Engagement**
 - **Collaboration with Federal Partners:**

Maintain active communication with federal partners and regulators, including the U.S. Coast Guard, the Captain of the Port, and incoming President Donald Trump Administration officials, to ensure compliance, security, readiness, and funding for the Port Readiness Program.
- **Operational Resilience:**

Coordinate with the U.S. Coast Guard on safety protocols, port security, and emergency response exercises to enhance operational resilience and align with evolving federal priorities and guidelines.
- **Tourism and Public Outreach:**
 - Engage the community through initiatives like cruise ship welcoming events, public forums, and educational outreach to boost Guam's economic and social development.
 - Promote the Port's role in supporting local businesses, tourism, and the regional economy through public awareness campaigns.

Conclusion

The Port Authority of Guam Year in Review 2024 & Look Ahead for 2025

Aging gantry cranes, infrastructure damage from natural disasters, and the constant need to balance operational demands with sustainability goals tested our resolve in 2024. Yet, we remain committed to resilience and service. I am proud to share this year-in-review and our vision for 2025.

Guided by Board Chairperson Dot Harris, Vice Chairperson Conchita Taitano, and Board Secretary Fe Ovalles — and aligned with the strategic framework set by Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio — we advance the Port with unprecedented determination. As General Manager, I lead alongside Deputy General Managers Dominic Muna and Pacifico Martir, division heads, and our dedicated workforce. Together, we tackle challenges such as aging equipment, infrastructure damage, and the need to balance operational demands with sustainability goals. Despite the urgent need to replace 40-year-old gantry cranes, we keep the administration and operations of the Port in sync through collective dedication, skills, and teamwork. Securing additional funding to complete this mission remains a top priority.

Financial Transparency & Achievements

In 2024, we demonstrated our commitment to financial transparency by achieving clean audit reports and reaffirmed credit ratings. Our prudent fiscal management and accountability earned continued confidence from oversight bodies. These achievements highlight our dedication to maintaining the Port's financial health and operational integrity.

Community Engagement & Collaboration

We strengthened relationships with stakeholders through ongoing engagement with the Port Users Group, local businesses, and industry partners. We ensured our operations aligned with community and commercial needs by maintaining open communication, holding regular meetings, and conducting feedback sessions. We also expanded outreach efforts to the CNMI and Micronesia, reinforcing regional partnerships and shared growth goals.

Digital Transformation

We are preparing to release a procurement solicitation for our Terminal Operating System (TOS) and cybersecurity infrastructure to advance IT modernization. These improvements will streamline operations, boost efficiency, and safeguard our digital assets, ensuring the Port remains resilient and adaptable in an increasingly digital landscape. Additionally, through our NTIA Broadband Infrastructure Program grant submission, we are pursuing enhanced broadband connectivity and secure digital infrastructure to support these initiatives further. This commitment to modernization positions the Port to meet evolving operational demands and strengthen national security readiness.

Sustainability Initiatives

We pursued innovative public-private partnerships to modernize fuel piers, enhancing Guam's energy resilience and readiness. We reinforced our commitment to sustainability by securing federal support for zero-emission and zero-waste initiatives from the Clean Port's grant, reflecting our responsibility to protect the environment for future generations.

The Jose D. Leon Guerrero Commercial Port represents more than infrastructure. It reflects our dedicated workforce, strong sense of family, and trusted industry partners. We honor every sacrifice and achievement that shaped the Port's legacy over the past 49 years. Our story embodies perseverance, grit, and the indomitable spirit of Guam. Our story is — and always will be — Port Strong.

Vision for 2025

Looking ahead to 2025, we will continue to:

- **Advance essential infrastructure upgrades** by replacing aging gantry cranes, modernizing fuel piers, rehabilitating wharves, and collaborating with MARAD on projects like the Hotel Wharf rehabilitation to enhance operational efficiency and resilience.
- **Advocate for Department of Defense funding** to support the Port Readiness Plan and ensure Guam remains a critical hub for national security operations in the Indo-Pacific.
- **Enhance sustainability efforts** by leveraging the proposed teaming agreement with Jacobs and WSP to implement sustainability goals effectively and transparently. We continue to pursue additional funding sources, including grants from the EPA, FHWA, NOAA, and MARAD, to support zero-emission and zero-waste initiatives, infrastructure modernization, and energy resilience.

- **Ensure financial transparency and accountability** through prudent fiscal management, clean audits, and maintaining strong credit ratings.
- **Expand digital transformation initiatives** by advancing the procurement of a new Terminal Operating System (TOS) and cybersecurity infrastructure, and securing NTIA Broadband Infrastructure Program funding to improve digital connectivity and operational efficiency.
- **Invest in workforce development and morale** through ongoing professional training, cross-divisional collaboration, recognition programs, and succession planning to maintain a resilient and skilled workforce.
- **Strengthen community engagement** by continuing open communication with the Port Users Group, local businesses, and regional partners in the CNMI and Micronesia, fostering transparency, collaboration, and mutual growth.

To the people of Guam, the CNMI, Micronesia, our employees, and our partners: Port Strong stands for grit, resilience, and service — driving local economies, partnerships, and national security. Together, we will honor our past, face challenges openly, and build a sustainable future — with your continued trust lighting our path forward.

The story of the Port Authority of Guam reflects resilience, determination, and unwavering resolve. Guided by strong leadership, sound management practices, and the united effort of all Port employees, partners, and community, we will overcome challenges, secure the funding and resources we need, and achieve our strategic goals. *Together, we are — and always will be — Port Strong!*

Respectfully submitted,


Rory J. Respicio
General Manager

**2018 Port Revenue Bonds Status Report
As of December 17, 2024**

Bond Project	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
Rehabilitation of "H" Wharf	\$46,331,895.00	\$1,728,688.34	\$44,603,206.66	PO No. 17043-0F for \$2,249,945.54 awarded to GHD Inc. New Contract Amount: \$2,656,621.37 PO No. 18140-OS 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. UPDATE: The Port's submission to the FY2024 MARAD Port Infrastructure Development Program (PIDP) in the amount of over \$90M was denied.
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	The PAG along with its OAE have developed cost estimates that are currently under review by FEMA. This review is ongoing. UPDATE: There is a variance in the Damage Cost Estimates between the Port and WSP, with FEMA only recognizing \$12M in damages. Public Assistance program collaboration is ongoing. The Port submitted a Notice of Intent to FEMA's FY2025 Hazard Mitigation BRIC program for the full replacement of the facility to the tune of over \$80M. The Port is currently waiting on the release of the BRIC's NOFO.
Waterline Replacement and Relocation	\$6,000,000.00	\$3,610,727.25	\$2,389,272.75	PO No. 177900S 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. UPDATE: Change Order for the installation of new fire hydrants, hydrants currently in place requires replacement.
EQMR Building Repairs and Upgrades	\$3,628,800.00	\$2,713,409.51	\$915,390.49	PO No. 180070S 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. UPDATE: Change Order for canopy replacement approved.
Warehouse 1 Repairs	\$2,000,000.00	\$510,715.68	\$1,489,284.32	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. UPDATE: The bid has progressed to the RFI process.
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. UPDATE: Status Quo
Other Priority Projects - EnterpriseOne Financial Management System	\$2,500,000.00	\$2,497,129.65	\$2,870.35	See status	Module updates are ongoing for vessels and \$SRs. 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. UPDATE: 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. UPDATE: Engineering has been instructed to develop Scope of Work to repair concrete cracks and spalling and made a priority.
Grand Total	\$77,886,440.00	\$11,655,487.15	\$66,230,952.85		



Look Ahead 2025

Strategic Vision and Key Priorities

Introduction and 2024 Highlights

- Port handles 90% of incoming goods and 30% military-related operations
- Focus on sustainability, infrastructure resilience, and workforce development
- Secured EPA Clean Ports and DERA funding
- Board approval to seek bond financing
- Advanced fuel infrastructure upgrades via public-private partnership (P3)
- Real-time financial monitoring implemented



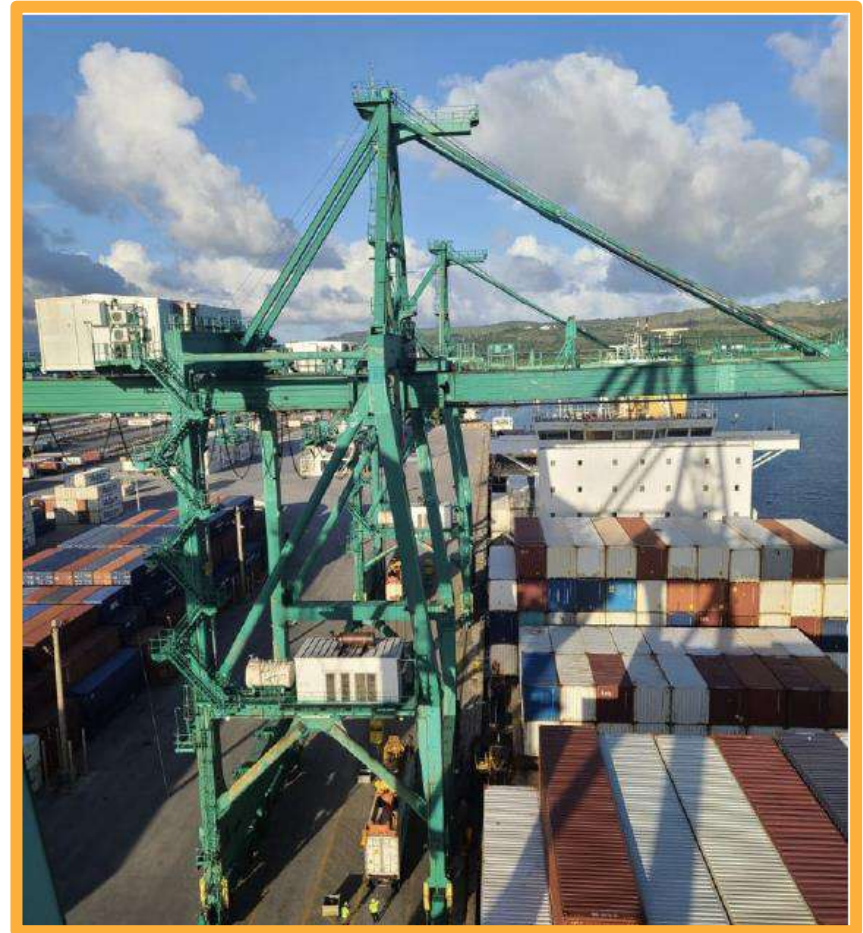
Governor and Lt. Governor's Strategic Framework

- Aligned with Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio's One Guam Strategic Framework and Indo-Pacific Strategy
- Advocate for defense spending to support civilian infrastructure
- Focus on healthcare, infrastructure, and skilled labor
- Enhance road infrastructure, utilities, telecommunications, and cybersecurity



STS Crane Replacement

- Aging cranes over 40 years old; urgent replacements needed
- DoD gap analysis highlights risk of readiness delays up to 4 years
- Secured funding for one crane; need three replacements
- Address cybersecurity risks and secure additional federal funding



Port's 2023 Master Plan and Ongoing Priority Initiatives

Fuel Pier Replacement

- Golf Pier damaged during Typhoon Mawar
- Aging F1 Pier vital for Guam's fuel supply chain
- Board-approved public-private partnership (P3) for financing
- Progress ensures minimal strain on Port resources



Hotel Wharf and Access Roadway Rehabilitation

- \$100 million project for reconstructing 1948-era wharf
- Upgrade access roadways to support modern cargo operations



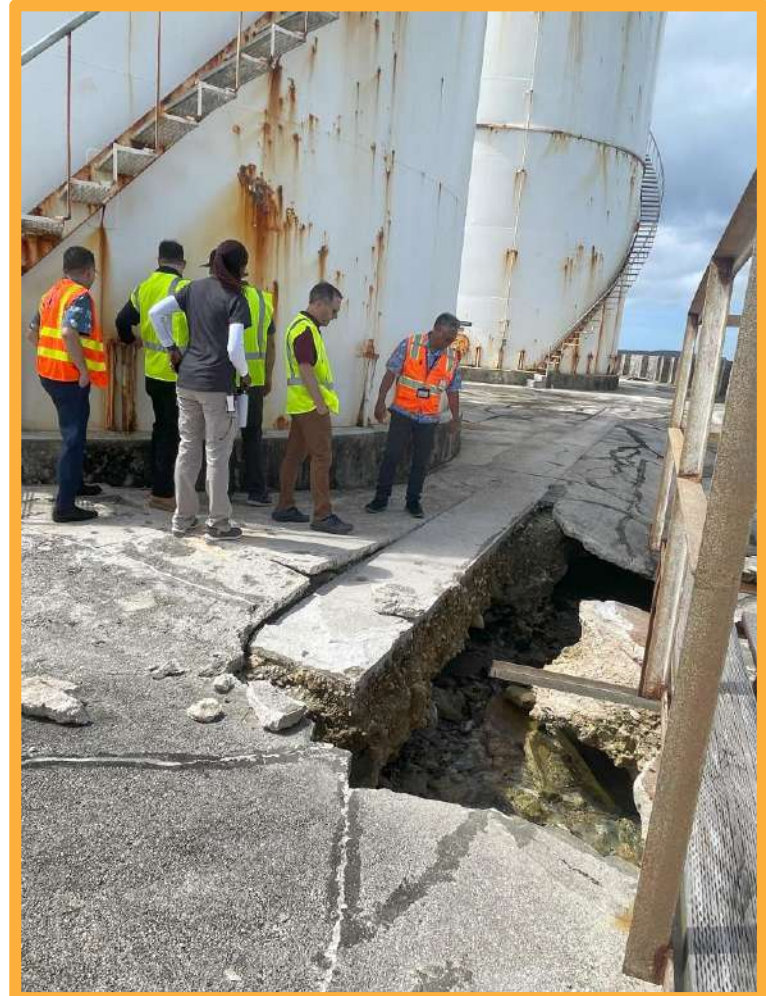
Wharf Replacement (Berths F2 through F6)

- \$17.9 million RAISE grant and \$3.58 million from Port funds
- Upgrade 1960s-era berths for earthquake resilience
- Supports container, bulk, and general cargo operations
- Critical for Guam's commercial and defense activities



Area A Fuel Storage Facility Rehabilitation

- Replace above-ground fuel storage tanks and infrastructure
- Meet growing local, regional, and defense fuel demands
- Public-private partnership (P3) model in RFP phase
- Requires approvals from Board, Legislature, and Governor



Port's 2023 Master Plan and Ongoing Priority Initiatives

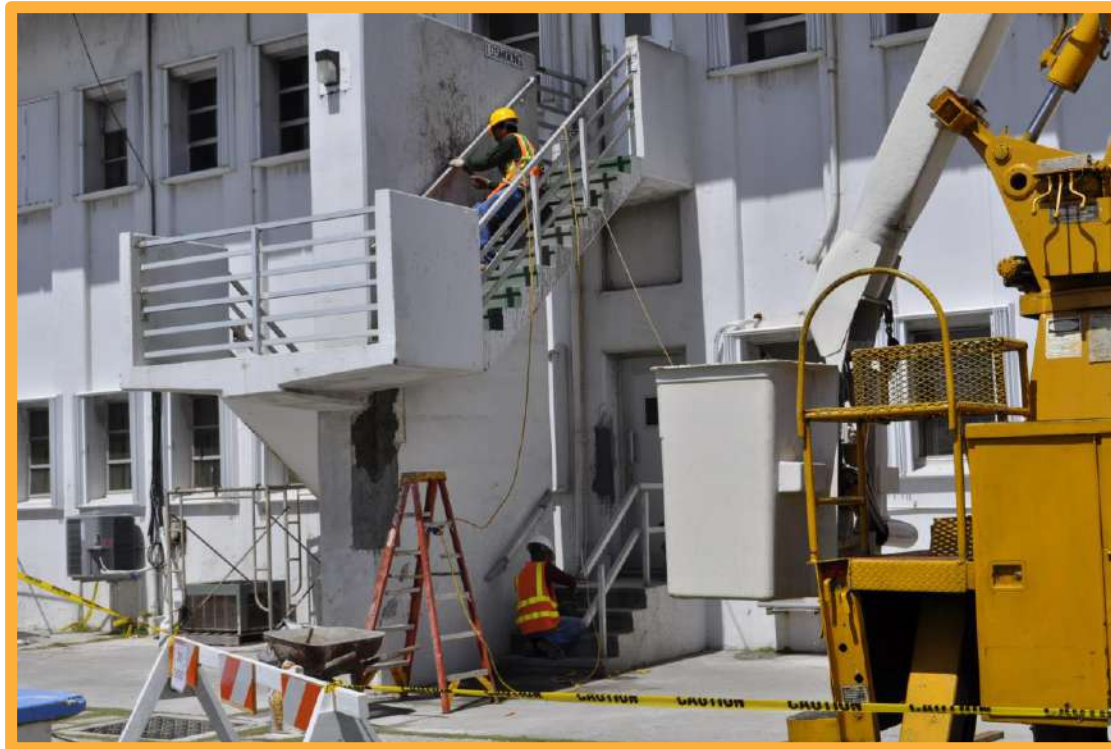
IT Improvements

- Upgrades to Terminal Operating System (TOS) and IT infrastructure
- Strengthen cybersecurity through training and best practices
- Integrate IT systems with operational technology (OT)
- Focus on IT succession planning and cross-training



Port Buildings Demolition & Replacement

- Replace outdated 1960s structures
- Modern facilities tailored to current and future needs
- Supports operational efficiency and readiness
- Enhances infrastructure resilience



Port's 2023 Master Plan and Ongoing Priority Initiatives

Succession Planning

- Formal succession planning for future leadership
- Mentorship and leadership training programs
- Desk Audit Policy to align roles and identify skill gaps
- Out-of-Position Assignments certified by the General Manager
- Cross-training for workforce flexibility and resilience



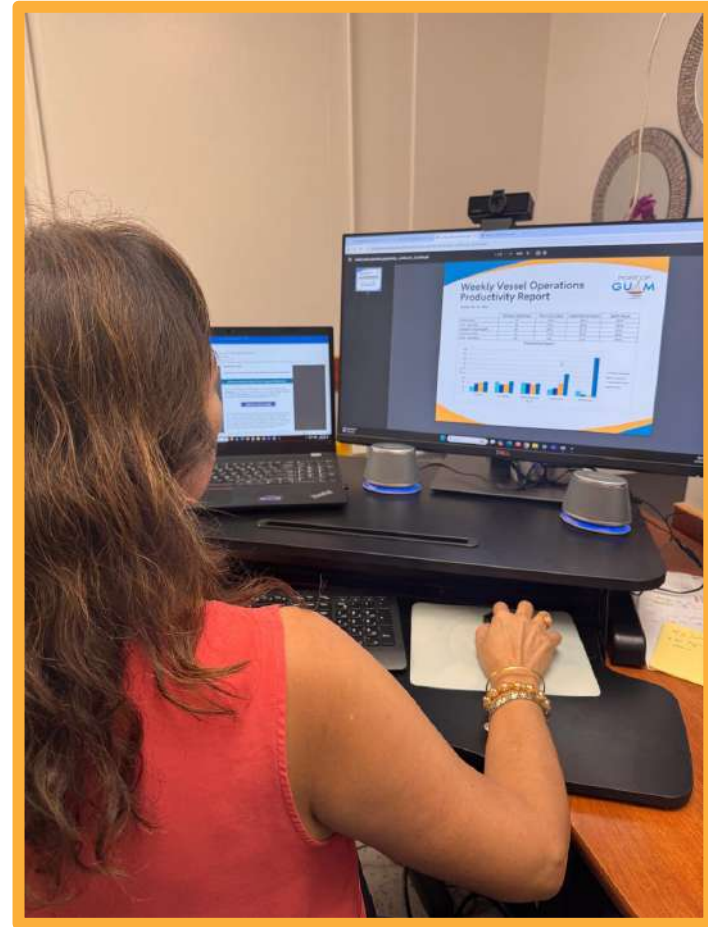
2025 Roadmap: Strategic Priorities

- Emphasize resilience, operational excellence, and sustainability
- Strengthen Guam's role as a hub for commerce and defense
- Complete essential upgrades: Area A Fuel Storage, wharf modernization, crane replacements
- Leverage Public-Private Partnerships (P3s) for large-scale projects



Workforce Development and Employee Engagement

- General Manager's Desk Audit Policy: Align roles, eliminate redundancies, and identify skill gaps
- Enhance employee morale through recognition, team-building, and flexibility
- Out-of-Position Assignments certified by the General Manager
- HR Process Automation: Streamline evaluations, verifications, and management
- IT-specific initiatives: Cross-training, succession planning, mentorship programs
- Safety and Emergency Preparedness: Certifications and crisis training



Maintain Operational Efficiency and Capacity

- Optimize vessel operations with service standards and schedules
- Align decisions with financial objectives for cost efficiency
- Use data-driven tools to monitor metrics and address underbilling
- Ensure CBA compliance for overtime tied to vessel operations



Maintenance and Equipment Reliability

- Automate preventive and predictive maintenance systems
- Reduce equipment downtime and improve reliability
- Strengthen vendor collaboration for timely spare parts
- Use automated budget dashboards for real-time resource allocation



Financial Strategy

- Address underbilling and align data with financial systems
- Ensure transparency and compliance with tariff initiatives
- Sustainable debt management with board-approved bond financing



Commercial Division and Tenant Relations

- Streamline lease management workflows
- Strengthen compliance processes for tenant non-compliance
- Enhance tenant relationships with the Tenant Feedback System
- Improve service delivery and communication



Sustainability and Environmental Initiatives

- Set goals for emissions reduction, waste management, and energy efficiency
- Leverage the Zero Emission/Zero Waste Study for operations
- Secure EPA Clean Ports funding for green initiatives
- Strengthen Environmental Compliance Administrator's oversight role



National Readiness and Federal Collaboration

- Advocate for the Port Readiness Plan
- Align projects with national security priorities
- Pursue federal funding for infrastructure and crane upgrades
- Develop resilience initiatives and update strategic white paper



Conclusion: Vision for the Future

- Prioritize modernization, workforce development, and sustainability
- Public-private partnerships to fund critical projects
- Address infrastructure challenges for operational efficiency
- Ensure resilience for Guam's commerce and defense needs





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

December 19, 2024

MEMORANDUM

To: Board of Directors
From: Rory J. Respicio, General Manager *Rory J. Respicio*
Subject: Creation of Position: Equipment Maintenance Manager

Hafa Adai! On November 27, 2024, the Board of Directors authorized management to proceed with the transparency and disclosure process for the creation of the Equipment Maintenance Manager position.

To comply with the transparency and disclosure process as mandated by 4 GCA Section 6303.1, the creation of position documents was posted on the Port's website, port employees were notified, and notification was also provided to electronic and written media outlets. The postings and notifications were provided on December 3, 2024, and the deadline to submit comments was on December 18, 2024 to the Port's Human Resources Office.

On December 19, 2024, the Port's Human Resources Office advised that there were no comments received by the Port employees, or the general public regarding the creation of this position.

In light of the above, the transparency and disclosure requirements were met and it is requested that approval and adoption of the Equipment Maintenance Manager position be established in the classified service at a Pay Grade P.

I am available for any questions you may have.



Public Notices

[HOME](#) / [NEWS](#) / [PUBLIC NOTICES](#)

Public Notices

- [Creation of Position Equipment Maintenance Manager](#)
- [Designation of Commercial Port as a Historic District and Mitigation for Planned Upgrades and Replacements](#)
- [Innovative Readiness Training \(IRT\) Program – 2nd Public Notice](#)
- [Creation of Position Environmental Compliance Administrator](#)
- [Innovative Readiness Training \(IRT\) Public Notice](#)
- [Realignment of the Port Organizational Structure and Amendment of Job Standards](#)
- [Creation of Position Assistant Procurement & Supply Manager](#)
- [Creation of Position General Administration Manager – Comments Submission Extended](#)
- [Creation of Position Chief Financial Officer – Comments Submission Extended](#)
- [Chief Financial Officer](#)
- [General Administration Manager](#)
- [Creation of Position Port Chief Engineer](#)
- [Creation of Position CIP Manager](#)
- [Creation of Position Port Terminal Supervisor – Comments Submission Extended](#)
- [Creation of Position Port Terminal Worker – Comments Submission Extended](#)
- [Creation of Position - Port Terminal Worker](#)
- [Creation of Position - Port Terminal Supervisor](#)

Margret Duenas

From: Margret Duenas <mduenas@portofguam.com>
Sent: Tuesday, December 3, 2024 10:19 AM
To: life; news; gerrypartido; news; editor; mar vic cagurangan; john; michael weakley; kstokish; kishfm102 9; Tricia Granillo; taentgu; Kandit News Group; production; raygibson; Nestor Licanto; Anne Anulao
Subject: PUBLIC NOTICE: Creation of Position Equipment Maintenance Manager
Attachments: Creation Equipment Maintenance Manager.pdf

PUBLIC NOTICE

Creation of Position Equipment Maintenance Manager

Piti, Guam, December 3, 2024: In compliance with Title 4 of the Guam Code Annotated (GCA), the public is notified of the Port's request for the creation of the position of Equipment Maintenance Manager.

Request to the Board of Directors and supporting documents are available on the Port's website under "Public Notices" <https://www.portofguam.com/news/public-notice>, for public review and comment.

Please submit your comments to the Human Resources Division no later than December 18, 2024. For more information, please contact the Human Resources Division at 671-477-5931/4, ext. 244 - 249.

-30-

Margret Duenas

From: Margret Duenas <mduenas@portofguam.com>
Sent: Tuesday, December 3, 2024 10:19 AM
To: Vivian C Leon; Jose G. Javellana; cflores; Clarence V. Lagutang; Paul R. Salas; Annie; Dennis J. Perez; Bernadette Meno; Shawn B. Cepeda; Jojo B. Guevara; Jesse S. Mendiola, Jr.; Roseanna T. Castro; Victor; glenn; Patrick E. Alvarez; Jose A. Ulloa; Raymond B. Santos; Junior D. Topasna; Antoinette M. Mafnas; Joshua V. Candoleta; Shine A. San Agustin; Joaquin P. Pangelinan; Alex Aflague
Cc: Carmelita G. Candoleta; Evangeline O. Castro; Frances A. Cepeda
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Hafa Adai All,

Provided for your review and/or comment is the public notice on the Creation of Position for an Equipment Maintenance Manager.

For immediate access, please see attached or click link <https://www.portofguam.com/news/public-notice>

Deadline to submit comments to the Human Resources Office is no later than Wednesday, December 18, 2024.

Regards - marge

PORT AUTHORITY OF GUAM

JOSE D. LEON GUERRERO COMMERCIAL PORT

1026 Cabras Highway, Suite 201 Piti, GU 96915

Phone: (671) 477-5931 Fax: (671) 477-2689

Website: www.portguam.com



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To: life <life@guampdn.com>; news <news@guampdn.com>; gerrypartido <gerrypartido@gmail.com>; news <news@sorensenmediagroup.com>; editor <editor@postguam.com>; mar vic cagurangan <mar_vic_cagurangan@yahoo.com>; john <john@postguam.com>; michael weakley <michael.weakley@guam.gov>; kstokish <kstokish@gmail.com>; kishfm102 9 <kishfm102.9@gmail.com>; Tricia Granillo <tgranillo@amibrokers.com>; taentgu <taentgu@gmail.com>; Kandit News Group <news@kanditnews.com>; production <production@joyfmradio.net>; raygibson <raygibson@gmail.com>; Nestor Licanto <nlicanto@guampdn.com>; Anne Anulao <aanulao@amibrokers.com>
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Creation of Position Equipment Maintenance Manager

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Cc: Carmelita G. Candoleta <cgcandoleta@portofguam.com>; Evangeline O. Castro <eocastro@portofguam.com>; Frances A. Cepeda <facepeda@portofguam.com>
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PORT OF GUAM
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Jose D. Leon Guerrero Commercial Port
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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

December 3, 2024

INTER-OFFICE MEMORANDUM

To: Division Heads
From: Rory J. Respicio, General Manager *Rory Respicio*
Subject: Request for Creation of Position – Equipment Maintenance Manager

Hafa Adai! The Board of Directors at their regular meeting of November 27, 2024 authorized management to begin the process to create the Equipment Maintenance Manager position in the classified service.

To provide you with an opportunity to submit your inputs on the proposed position, we have posted the request to create the proposed position on the Port's website under "News – Public Notices" <https://www.portofguam.com/news/public-notice> for your review and comments.

Please submit your comments, if any, to the Human Resources Division no later than December 18, 2024.

Should you have any questions, please feel free to contact the Human Resources Division at 671-477-5931/4, ext. 244-249.

BOARD OF DIRECTORS

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



Resolution No. 2024-19

RELATIVE TO APPROVING THE CREATION OF EQUIPMENT MAINTENANCE MANAGER POSITION IN THE CLASSIFIED SERVICE AS AUTHORIZED UNDER TITLE 4, GUAM CODE ANNOTATED, SECTIONS 6303(d) AND 6303.1.

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

WHEREAS, Title 4, Guam Code Annotated, Section 6303(d) authorizes the General Manager to petition to the Board of Directors to create positions in the classified service; and

WHEREAS, on November 27, 2024, the General Manager petitioned the Board of Directors to create the Equipment Maintenance Manager position in the classified service by providing its justification, essential details concerning the creation of the position, an analysis of similarities and differences between the position and positions listed pursuant to Title 4, Guam Code Annotated, Section 4101.1(d), and proposed pay grade and demonstration of compliance with Section 6301 of Title 4, and fiscal note as that term is described in Title 2, Guam Code Annotated, Section 9101 and any other pertinent information; and

WHEREAS, the Board of Directors at their regular meeting of November 27, 2024 authorized management to begin the transparency process of the Equipment Maintenance Manager position; and

WHEREAS, to ensure transparency and disclosure is conducted on the creation of the Equipment Maintenance Manager position and to comply with Title 4, Guam Code Annotated, Chapter 6, Section 6303.1, the creation of position documents were posted on the Port's website, port employees were notified, and notification was also provided to electronic and written media outlets. The postings and notifications were provided on December 3, 2024 and deadline to submit comments was on December 18, 2024; and

WHEREAS, at the regular meeting of December 20, 2024, management re-submitted its petition to the Board of Directors advising them that the Port complied with the transparency process as mandated by Title 4, Guam Code Annotated, Section 6303.1; now therefore, be it

RESOLVED, that the Board of Directors approves management's petition to establish the creation of the Equipment Maintenance Manager position at a Pay Grade P in the classified service and authorizes management to transmit copies of such petition to the Director of Department of Administration and the Legislative Secretary of the 37th Guam Legislature as required under Title 4, Guam Code Annotated, Section 6303(d)(2); and be it further

RESOLVED, that the Chairperson certify to, and the Secretary attest to, the adoption hereof and that copies of the same be thereafter transmitted to the Director of Department of Administration and Legislative Secretary of the 37th Guam Legislature.

PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF DIRECTORS THIS 20th DAY OF DECEMBER, 2024.

DOROTHY P. HARRIS
Chairperson, Board of Directors
Port Authority of Guam

FE R. VALENCIA-OVALLES
Secretary, Board of Directors
Port Authority of Guam



BOARD OF DIRECTORS

Dorothy P. Harris, Chairperson

Conchita S.N. Taitano, Vice Chairperson

Fe R. Valencia-Ovalles, Board Secretary



Resolution No. 2024-20

**RELATIVE TO ADOPTING THE “2025 LOOK AHEAD” PLAN:
STRATEGIC VISION AND KEY PRIORITIES AT 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 (PAG) serves as the island’s critical gateway, facilitating 90% of incoming goods and 30% of military-related cargo, ensuring economic stability and national defense readiness for Guam and the broader Indo-Pacific region; and

WHEREAS, on April 25, 2024, the 2024 Look Ahead was formally adopted under Resolution No. 2024-02 as the Port Authority’s strategic roadmap, aligning with the 2023 Master Plan and addressing critical infrastructure modernization, sustainability, workforce resilience, and financial transparency; and

WHEREAS, the 2024 Look Ahead laid the foundation for significant achievements, including:

- Securing federal grants such as EPA Clean Ports, DERA, and MARAD RAISE funding for zero-emission projects and earthquake-resilient infrastructure upgrades;
- Advancing public-private partnerships (P3s) and bond financing to address critical projects like fuel pier rehabilitation and Area A fuel storage modernization;
- Strengthening workforce adaptability through updated Desk Audit and Out-of-Position Assignments policies, alongside succession planning and leadership development;
- Progressing critical infrastructure projects including wharf modernization, Ship-to-Shore crane replacement, and IT infrastructure improvements;
- Enhancing financial transparency through real-time budget monitoring to improve accountability and fiscal discipline; and

WHEREAS, the 2025 Look Ahead: Strategic Vision and Key Priorities builds upon these accomplishments by prioritizing:

- Critical infrastructure completion, including wharf modernization, crane replacements, and fuel infrastructure upgrades;
- Workforce development, focusing on mentorship, leadership training, and cross-training to ensure operational resilience and succession readiness;
- Sustainability initiatives, emphasizing emissions reduction, waste management, and environmental stewardship to align with federal sustainability goals;
- National readiness, advocating for the Port Readiness Plan and federal funding to align Guam’s infrastructure with U.S. Indo-Pacific strategic priorities; and

WHEREAS, the 2025 Look Ahead is fully aligned with the Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio’s One Guam Strategic Framework and the U.S. Indo-Pacific Strategy, ensuring that Guam’s national, regional, and local priorities are integrated to support the island’s critical role in commerce and defense; and

WHEREAS, the Governor and Lt. Governor’s One Guam Strategic Framework emphasizes:

- A mutually beneficial One Guam approach for defense spending outside the military fence to support civilian infrastructure;
- Advocacy for healthcare improvement, road infrastructure, and workforce development to support Guam’s growing needs;
- Strengthening transportation, telecommunications, and cybersecurity to improve reliability and preparedness in support of local and military operations; and

WHEREAS, adopting the 2025 Look Ahead ensures the Port Authority remains a pivotal contributor to the Governor and Lt. Governor’s goals for infrastructure modernization, sustainable economic growth, and national security readiness; now therefore, be it



RESOLVED, that the Board of Directors of the Port Authority of Guam hereby adopts the 2025 Look Ahead: Strategic Vision and Key Priorities as the guiding document for the Port's strategic direction, resource allocation, and operational execution; and be it further

RESOLVED, that the 2025 Look Ahead reflects the Port Authority's unwavering commitment to:

- Advancing infrastructure resilience and modernization;
- Promoting workforce development, sustainability, and environmental stewardship;
- Aligning with the Governor and Lt. Governor's One Guam Strategic Framework and the U.S. Indo-Pacific Strategy to enhance Guam's critical role in regional and national priorities; and be it further

RESOLVED, that the Board directs the General Manager to oversee the full implementation of the 2025 Look Ahead, ensuring collaboration with federal agencies, stakeholders, and local leaders to secure Guam's economic prosperity, workforce resilience, and strategic importance; and be it further

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

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF
DIRECTORS THIS 20th DAY OF DECEMBER, 2024.**

DOROTHY P. HARRIS
Chairperson, Board of Directors
Port Authority of Guam

FE R. VALENCIA-OVALLES
Secretary, Board of Directors
Port Authority of Guam



BOARD OF DIRECTORS

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



Resolution No. 2024-21

RELATIVE TO REQUESTING FOR ABOLISHMENT OF PORT CIVIL ENGINEER, FINANCIAL AFFAIRS CONTROLLER, SUPPLY MANAGEMENT ADMINISTRATOR, INVENTORY MANAGEMENT ADMINISTRATOR, SAFETY TECHNICIAN I, SAFETY TECHNICIAN II AND SAFETY TECHNICIAN III POSITIONS UNDER PORT AUTHORITY OF GUAM'S CLASSIFICATION AND COMPENSATION PLAN.

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

WHEREAS, Public Law 30-43 adopted the Port Authority of Guam's Personnel Rules and Regulations and Port Classification and Compensation Plan for its Maritime Positions Unique to Port Operations, and Certified, Technical and Professional Positions; and

WHEREAS, Section 4.200, *Amendment of Maritime Positions Unique to Port Operations and Certified Technical and Professional Positions*, of the Personnel Rules and Regulations authorizes the General Manager to request the Board of Directors to amend, including but not limited to deleting, adding or modifying positions on the approved list of the Authority's Maritime Positions Unique to Port Operations, and Certified, Technical or Professional Positions; and

WHEREAS, the process shall include the justification to delete and need to comply with the transparency and disclosure process by posting the request on the Port Authority's website for ten (10) days (Saturdays, Sundays and Government of Guam holidays excepted); and

WHEREAS, after posting, the General Manager shall forward the request along with evidence that prompt notice of the posting was provided to each newspaper of general circulation and broadcasting station which airs a regular local news program within Guam, to the Board of Directors; and

WHEREAS, the Board shall approve, disapprove or amend the request at any regularly scheduled meeting or at a special meeting called for this purpose; and

WHEREAS, since 2007, the Board of Directors have created new positions and amended several job specifications under the Port's Classification and Compensation Plan to ensure that its current organizational structure aligns with the Authority's operational goals and objectives; and

WHEREAS, a review of the Port Classification and Compensation Occupational Listing of Maritime Positions Unique to Port Operations, and Certified, Technical or Professional Positions revealed the following positions' duties and responsibilities are either duplicated, obsolete or no longer expected to be utilized by the Port Authority of Guam. Such positions include: Port Civil Engineer, Financial Affairs Controller, Supply Management Administrator, Inventory Management Administrator, Safety Technician I, Safety Technician II, and Safety Technician III; and

WHEREAS, it would be beneficial for the Port to proceed with the transparency and disclosure process to abolish these positions listed above; now therefore, be it

RESOLVED, that the General Manager is authorized to proceed with transparency and disclosure process to abolish the job specifications of Port Civil Engineer, Financial Affairs Controller, Supply Management Administrator, Inventory Management Administrator, Safety Technician I, Safety Technician II and Safety Technician III positions in the classified service under the Port's Classification and Compensation Plan for Maritime Positions Unique to Port Operations, and Certified, Technical or Professional Positions pursuant to applicable statutory law and the Personnel Rules and Regulations; 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 20th DAY OF DECEMBER, 2024.

DOROTHY P. HARRIS
Chairperson, Board of Directors
Port Authority of Guam

FE R. VALENCIA-OVALLES
Secretary, Board of Directors
Port Authority of Guam





PORT OF GUAM
ATURIDAT / 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

DEPUTY GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM

Name of Deputy General Manager, Administration & Finance Pacifico R. Martir	Name of Reviewer/Title: Rory J. Respicio, General Manager
Period Covered: From: July 6, 2023 To: July 5, 2024	Date of Review: December 16, 2024

GENERAL INSTRUCTIONS:

1. This form is to be used for initial and bi-annual performance evaluation for the Deputy General Manager. The performance evaluations are to occur six (6) months into the Deputy General Manager's employment with the Port Authority of Guam and every twelve (12) months thereafter.
2. The ratings to be assigned by the Rater for each individual factor are indicated in Part I; for each individual Performance Objective in Part II; and for the Overall Rating in Part III.
3. The Performance Objectives and factors may be weighted at the Rater's discretion.
4. The Reviewer is the General Manager.

PART I: CORE PERFORMANCE FACTORS

1. The General Manager evaluates the Deputy General Manager's proficiency in the following performance factors using a single rating on the following scale:

A = Exceptional Performance
B = Superior Performance
C = Average Performance
D = Acceptable Performance
E = Needs Improvement

Performance Factors	Rater's Rating
<p>1. Leadership Displays courage, passion and caring in work. Sets a professional example. Motivates other to work toward common goals. Uses authority responsibly. Addresses problems proactively. Gains support and seeks buy-in-through participation of others. Demonstrates interest in professional growth of others. Shows good judgment and accepts ownership for decisions in areas of responsibility. Supportive Information: Please refer to attached memorandum.</p>	<p>A</p>
<p>2. Commitment to the Port's Mission, Vision and Values Articulates or shows appreciation for the importance of shared vision. Demonstrates civility in relations with others. Requires supervised employees to show civility in their relations toward others. Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port. Demonstrates consideration of the Port's values when making decisions. *(Diversity and civility are examples of University values to be considered.) Supportive Information: Please refer to attached memorandum.</p>	<p>A</p>
<p>3. Management Practices Demonstrates commitment to good customer services. Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility. Questions existing practices for continued relevancy. Effectively initiates and promotes necessary change in the areas of responsibility. Sets and enforces performance standards effectively. Recognizes and rewards good performance. Plans effectively and shows good project management skills. Shows awareness of "good practices" for areas of responsibility. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities. Supportive Information: Please refer to attached memorandum.</p>	<p>A</p>

Performance Factors	Rater's Rating
<p>4. Relational Skills Works effectively with others. Works collaboratively and negotiates effectively. Maintains confidentiality. Accepts constructive criticism without offense. Demonstrates sensitivity to the rights and opinions of others, even in disagreement. Presents a positive image of the Port to external publics. Respects cultural differences and embraces activities which support a diverse community.</p> <p>Supportive Information: <i>Please refer to attached memorandum.</i></p>	<p style="text-align: center;">A</p>
<p>5. Commitment to Diversity Respects cultural differences and embraces activities which support a diverse community. Utilizes recruitment strategies designed to attract diverse applicant pools. Actively engages in diversity initiatives, such as, mentoring, training and employee networks. Displays a commitment to diversity.</p> <p>Supportive Information: <i>Please refer to attached memorandum.</i></p>	<p style="text-align: center;">A</p>
<p>6. Resource Management Recruits, selects and retains capable, productive employees. Effectively deploys staff, equipment and technology to accomplish work. Shows good stewardship of financial resources. Demonstrates knowledge of budget and use of financial reporting systems. Displays creativity/innovative in managing resources.</p> <p>Supportive information: <i>Please refer to attached memorandum.</i></p>	<p style="text-align: center;">A</p>
<p>7. Communication Skills Shares appropriate information with internal and external audiences in a timely and responsible manner. Manages meetings effectively. Possesses effective listening skills. Articulates clearly and writes effectively. Displays effective presentation skills.</p> <p>Supportive information: <i>Please refer to attached memorandum.</i></p>	<p style="text-align: center;">A</p>

Performance Factors	Rater's Rating
<p>8. Accountability</p> <p>Takes responsibility for fulfilling job duties. Meets attendance and punctuality guidelines. Demonstrates accuracy and thoroughness. Completes work on time. Follows instructions and directions.</p> <p>Supportive Information: Please refer to attached memorandum.</p>	A
<p>9. Responsiveness/Customer Service</p> <p>Consistently demonstrates respect, responsiveness and professionalism. Provides each customer with the same high quality services. Fosters and models a commitment to customer service. Builds customer and confidence and increases customer satisfaction. Makes customers and their needs a primary focus. Developing and sustaining productive customer relationship.</p> <p>Supportive Information: Please refer to attached memorandum.</p>	A
<p>10. Decision Making/Problem Solving</p> <p>Identifies and understands issues, problems and opportunities. Make timely and rational decisions based on analysis of relevant information/data Accepts responsibility for decisions and takes proper action when necessary. Uses effectively approaches for choosing a course of action or developing appropriate actions. Takes action that is consistent with available facts, constraints, and probable consequences.</p> <p>Supportive information: Please refer to attached memorandum.</p>	A
<p>11. Work Environment/Safety</p> <p>Promotes and supports a respectful workplace; comply with laws, policies and procedures. Models ethical behavior and decision making and ensures compliance.</p> <p>Supportive information: Please refer to attached memorandum.</p>	A

PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES



Instructions: Part II creates the performance deliverable which will be measured. The Deputy General Manager and General Manager should identify below between 5 and 8 significant deliverable in the form of major initiatives or projects. They may include annual program objectives or project-related work. The intent is that there should be some collaboration between the Deputy General Manager and General Manager when assigning the deliverables and they should be prioritized if at all possible, with the most important in block 1, next most important in block 2, etc. If more than 8 deliverables require listing, those in excess of 8 may be listed in the back of the last page. (NOTE: It is typical for some priorities to change over the course of the year, and it also foreseeable that some objectives set at the beginning of the cycle may prove unachievable for reasons outside the Deputy General Manager's control.)

Job Specific Performance Objectives	Rater's Rating
1. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	
2. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	
3. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	

Job Specific Performance Objectives	Rater's Rating
4. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	
5. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	
6. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	
7. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	

Job Specific Performance Objectives	Rater's Rating
8. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	

The Deputy General Manager and the General Manager have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

Employee' Signature: 	Date: December 16, 2024
General Manager's Signature: 	Date: December 16, 2024

PART III: SUMMARY OF OVERALL PERFORMANCE:

The space below is provided for a narrative summary of the Deputy General Manager's performance over the immediate cycle to be completed by the General Manager (Rater).

<p><i>Please refer to attached memorandum.</i></p>
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PART IV: OVERALL PERFORMANCE EVALUATION RATING: (Please checkmark ✓)

Exceptional Performance

Superior Performance

Average Performance

Acceptable Performance

Needs Improvement

PART V: PERFORMANCE DEVELOPMENT PLAN:

In the blocks below, the General Manager should make specific recommendations designed to identify strategies to enhance the Deputy General Manager's current competencies (first block) or correct performance issues (second block).

Professional Growth Strategies:



Please refer to attached memorandum.

Remedial Strategies:

Please refer to attached memorandum.

PART VI: SIGNATURES:

The Deputy General Manager and General Manager are required to sign the instrument after completing it and concluding the performance interview. The Deputy General Manager is only attesting to having been afforded the opportunity to review the evaluation and discuss the evaluations with the General Manager. The Deputy General Manager's signatures does not necessarily indicate that he/she agrees with the General Manager's measurement of his/her performance. Employee's comments are optional.

General Manager's Signature: 	Date: December 16, 2024
Employee' Signature: 	Date: December 16, 2024

Employee comments:	Date:
I would like to discuss with the General Manager: <input type="checkbox"/> Yes <input type="checkbox"/> No	
General Manager's Signature:	



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

December 16, 2024

MEMORANDUM

To: Pacifico R. Martir, Deputy General Manager, Finance & Administration
From: Rory J. Respicio, General Manager *Rory Respicio*
Subject: Performance Evaluation – July 6, 2023 to July 5, 2024

Hafa Adai! Under Title 12 Guam Code Annotated, Chapter 10, Section 10111(c), and Policy Memorandum 09-04, the Board of Directors extends performance evaluation requirements to the Deputy General Manager. This evaluation covers the period July 6, 2023 to July 5, 2024 and outlines your key responsibilities, accomplishments, and areas of focus moving forward.

The following outlines your areas of responsibility and the significant accomplishments achieved during this period. These highlights reflect the collaborative efforts and dedication demonstrated under your areas of responsibilities to meet our objectives. Your contributions have been instrumental in driving progress across multiple divisions, ensuring operational excellence, compliance, and alignment with the Port's immediate and long-term goals.

The achievements detailed below underscore the impact of your role in supporting the Port's mission and advancing its priorities.

Performance Factors & Job Specific Performance Objectives

Areas of Responsibility and General Accomplishments

Finance

- **Addressed Aging Receivables:**
Worked with the Finance Division and Legal Counsel to refine collection templates, resulting in clearer documentation and a reduction in outstanding receivables.
- **Improved Financial Oversight:**
Ensured better delineation of responsibilities between Finance and Commercial staff for managing accounts receivables and payables, enhancing clarity and accountability.
- **Enhanced Compliance with Tariff Initiatives:**
Supported efforts to align operational data with financial systems, improving transparency and compliance with management tariff policies.
- **Streamlined Reporting Processes:**
Collaborated on financial reporting procedures to ensure timely tracking of payables and receivables, contributing to more accurate and transparent financial records.

- **Supported Budget Accountability:**
Coordinated efforts to monitor expenditures, ensuring alignment with budgetary guidelines and identifying areas for cost control and improvement.

Marketing

- **Enhanced Stakeholder Engagement:**
Supported the Marketing Division in effectively communicating key Port initiatives and updates to tenants, partners, and the public, ensuring consistent and transparent messaging.
- **Strengthened Internal Communication:**
Coordinated with division heads to ensure that information flows smoothly across all departments, promoting a unified understanding of the Port's goals and activities.
- **Improved Newsletter Distribution:**
I am pleased that you understand the importance of delivering a printed copy of the monthly newsletter to all employees. This initiative is not about "saving paper" but about advancing our organization's goals and ensuring all staff stay informed and engaged.
- **Promoted Transparency and Awareness:**
Your efforts to support the distribution of the monthly newsletter have strengthened transparency, employee awareness, and alignment with the Port's objectives.
- **Fostered Positive Relationships:**
Through consistent communication and engagement, helped reinforce the Port's relationships with stakeholders, contributing to greater trust and collaboration.

Corporate Services

- **Cross-Divisional Coordination:**
Facilitated collaboration across divisions to streamline workflows, improving communication and efficiency in administrative processes.
- **Support for Workforce Development:**
Assisted in rolling out cross-training initiatives to enhance adaptability and ensure seamless continuity of operations.
- **Promoted Understanding of the GM's Desk Audit Policy:**
Helped others understand and implement the General Manager's Desk Audit Policy, ensuring clarity in roles, responsibilities, and expectations across the organization.
- **Employee Recognition and Engagement:**
Supported initiatives like Port Week 2024 to acknowledge employee contributions and foster a culture of motivation and teamwork.
- **Wellness and Morale Initiatives:**
Promoted work-life balance through flexible scheduling, wellness programs, and team-building activities, contributing to a supportive and resilient work environment.

Information Technology

- **Advanced Digital Transformation:**
Collaborated with the Information Technology Division to modernize the Terminal Operating System (TOS) and other IT platforms, improving operational efficiency, data accuracy, and process automation.

- **Supported Cybersecurity Initiatives:**
Facilitated efforts to enhance cybersecurity measures, ensuring that systems and data remained secure against evolving threats and vulnerabilities.
- **Promoted Cross-Divisional Integration:**
Assisted in integrating IT solutions across divisions, streamlining workflows and improving access to real-time information for decision-making.

Human Resources

- **Supported Implementation of the General Manager's Desk Audit Policy:**
Assisted in rolling out the General Manager's Desk Audit Policy, helping ensure that employees understood the policy's objectives and its role in aligning job responsibilities with organizational needs.
- **Supported Succession Planning:**
Assisted with the development of succession planning programs to prepare employees for future leadership roles, maintaining continuity and readiness across the Port.
- **Enhanced Cross-Training Opportunities:**
Promoted cross-training initiatives to increase workforce flexibility, enabling employees to adapt to various roles and support operational continuity.
- **Leadership Development Programs:**
Encouraged participation in leadership development programs to build employee skills, confidence, and readiness for higher responsibilities.
- **Boosted Employee Recognition and Engagement:**
Supported recognition programs, such as the Challenge Coin Recognition Program and Port Week celebrations, to acknowledge employee contributions and foster a culture of motivation and teamwork.
- **Promoted Morale and Productivity:**
Advocated with me and others for team-building activities and flexible work arrangements, enhancing morale, engagement, and overall workplace satisfaction.
- **Assisted with Workforce Development Initiatives:**
Supported the initial stages of workforce development programs, including desk audits and temporary out-of-position assignments, aimed at improving role clarity and operational continuity.

Procurement & Supply

- **Ensured Timely Acquisition of Resources:**
Coordinated with the Procurement & Supply Division to secure essential equipment, supplies, and services, ensuring the Port maintained operational readiness and avoided disruptions.
- **Improved Compliance with Policies:**
Supported adherence to procurement policies and procedures, reinforcing transparency, accountability, and compliance with established guidelines.

- **Facilitated Cross-Divisional Support:**
Worked collaboratively with other divisions to align procurement activities with broader organizational goals, ensuring all departments had the resources needed to function effectively.

Commercial Division

- **Executed Initial Steps of the Commercial Division Framework Initiatives:**
You began executing the initiatives identified in the Commercial Division Framework Analysis, developed through my comprehensive 29-page memo addressing duty overlaps, workflow inefficiencies, and compliance gaps. This work remains in progress and requires continued effort to achieve full implementation.
- **Applied Role Clarifications:**
Worked with division staff to start applying clearer role definitions aimed at reducing redundancies and improving efficiency, as outlined in the analysis.
- **Compliance Efforts:**
Acknowledged need to address non-compliant leases and underbillings. While progress has been made, full resolution is still ongoing and requires consistent follow-through.
- **Facilitated Cross-Divisional Coordination:**
Promoted collaboration between the Commercial Division and other divisions, including Finance, Legal, IT, and Engineering, to support better lease management and tenant relations. Continued coordination is needed to fully address these challenges.
- **Supported Tenant Communication Improvements:**
Began implementing structured communication plans and feedback systems to improve tenant engagement and service delivery. This process is ongoing and will require sustained effort.
- **Workflow Improvements in Progress:**
Initiated efforts to streamline workflows and enforce compliance measures. Full effectiveness will depend on continued attention and execution.

General Administration

- **Facilitated Administrative Coordination:**
Began addressing workflow improvements within General Administration to enhance efficiency across divisions. This remains a work in progress and requires continued effort to refine processes and eliminate bottlenecks.
- **Promoted Cross-Divisional Communication:**
Encouraged communication between divisions to improve alignment with administrative procedures, ensuring that processes support the Port's broader goals.
- **Advanced Digitization Efforts:**
Supported initiatives to digitize records and administrative processes, contributing to improved document management, easier access to information, and streamlined operations. Continued effort is required to fully implement and integrate these digitization solutions.

- **Initial Steps Toward Policy Updates:**

Started the review and update of standard operating procedures (SOPs) to ensure administrative processes are current. Full implementation is ongoing and requires consistent follow-through.

During the evaluation period, your efforts in Administration and Finance contributed significantly to the Port's operational stability and progress. Through collaboration, oversight, and a commitment to continuous improvement, you helped to advance key initiatives that supported employee welfare, financial processes, contract compliance, and infrastructure enhancements.

The following highlights reflect your role in ensuring smooth transitions, addressing critical challenges, and maintaining up-to-date procedures to align with the Port's goals and regulatory requirements:

- **Workers' Compensation Program**

You supported the transition of the Workers' Compensation Program to Mrs. Frances Candoleta, Administrative Services Officer. While the processes were primarily managed by Mrs. Candoleta, your role in overseeing her coordination with the Department of Labor helped ensure claims were handled efficiently and aligned with legal mandates.

- **Typhoon Mawar Recovery**

You assisted in the preparation and submission of \$15 million in claims to the insurance carrier and \$9,378,861.11 in claims to FEMA. Your involvement in follow-ups supported the initial steps toward securing a \$2 million advance payment for business interruption, which was applied to operational expenses and capital projects. Full resolution of these claims remains a work in progress.

- **Contracts Management**

You supported the monitoring of consultant and contractor compliance by working with division heads to ensure adherence to contract requirements. While the process is ongoing, your efforts have contributed to reinforcing oversight and accountability.

- **Finance Receivables and Payables**

You collaborated with the Finance and Commercial staff to begin addressing aging accounts receivables. Legal Counsel's review of collection templates provided a foundation for documenting collection efforts. While some progress has been made, continued efforts are needed to fully resolve outstanding accounts.

- **Marinas and Harbor of Refuge**

You participated in discussions with Strategic Planning and Commercial staff regarding federal grant applications for the removal of derelict vessels. These efforts represent initial steps toward improving the safety and functionality of the Gregorio D. Perez Marina, Agat Small Boat Marina, and the Harbor of Refuge. The completion of these initiatives is still in progress.

- **Standard Operating Procedures (SOPs)**

You supported the review and update of Standard Operating Procedures (SOPs) within your divisions. While some updates have been initiated, ensuring these procedures remain current and effective will require continued attention and follow-through.

Summary of Overall Performance

Excellence in Divisions

- **Commercial Division**

The Commercial Division saw initial progress through your encouragement in implementing the Commercial Division Framework Analysis. My guidance in identifying overlaps and compliance gaps supported your efforts to clarify roles, address workflow inefficiencies, and promote cross-divisional coordination. These initiatives laid the groundwork for improved lease management and tenant relations. While full resolution of compliance gaps and underbillings remains ongoing, these efforts reflect a commitment to strengthening the Division's effectiveness and revenue integrity.

- **Corporate Services**

Corporate Services benefitted from your encouragement of cross-divisional coordination, improving communication and administrative efficiency. Together, we supported the rollout of cross-training initiatives to enhance workforce adaptability and operational continuity. Additionally, by promoting the General Manager's Desk Audit Policy, we clarified roles and expectations, contributing to smoother workflows. These efforts have reinforced a culture of recognition, wellness, and teamwork across the organization.

- **Finance Division**

The Finance Division continued to make progress in enhancing financial oversight and accountability. Your encouragement of the Finance team, combined with my support in refining reporting processes and aligning financial systems, led to clearer documentation and reduced outstanding balances. Together, we maintained budget discipline, achieved clean audit opinions, and preserved the Port's strong bond posture. These accomplishments reflect the Division's commitment to financial stability, accountability, and the Port's long-term fiscal health.

- **General Administration**

Your encouragement in improving administrative workflows and promoting cross-divisional communication contributed to greater efficiency and alignment with the Port's goals. With my support, digitization efforts advanced, and updates to standard operating procedures were initiated. Continued attention to these initiatives will further strengthen the Division's operational capabilities.

- **Human Resources Division**

In supporting HR initiatives, you assisted in implementing the General Manager's Desk Audit Policy and succession planning programs. Your encouragement in promoting leadership development, cross-training, and employee recognition programs fostered a culture of growth and adaptability. These initiatives have contributed to improved morale, workforce flexibility, and readiness for future challenges.

- **Information Technology Division**

Your encouragement of the IT Division advanced the Port's digital transformation goals. Together, we supported enhancements to the Terminal Operating System (TOS) and cybersecurity measures, helping streamline operations and protect the Port's digital assets. Our combined efforts to integrate IT solutions across divisions improved access to real-time information, facilitating better decision-making and operational efficiency.

- **Marketing Division**

The Marketing Division's efforts in stakeholder engagement and internal communication were undeterred through your encouragement. My support in aligning Marketing's initiatives with the Port's broader strategic goals ensured that newsletters and outreach efforts kept employees informed and stakeholders engaged. This initiative advanced transparency, boosted employee awareness, and fostered a sense of unity. By promoting consistent messaging with tenants, partners, and the public, we reinforced trust and collaboration across the organization.

- **Procurement & Supply Division**

Your encouragement of the Procurement & Supply Division ensured the timely acquisition of essential resources, supporting the Port's operational readiness. My collaboration with you in reinforcing compliance with procurement policies and aligning procurement activities with organizational goals helped maintain transparency and efficiency in resource management.

Performance Development Plan

Remedial Strategies and Continuous Improvement

Continuous improvement and remedial strategies are critical to sustaining the Port's operational resilience, safety, and efficiency. In my 2024 evaluation, Board Chairperson Dot Harris highlighted several areas needing enhanced focus, including risk management, preventive maintenance, cross-divisional collaboration, and equipment lifecycle planning. These initiatives aim to address existing gaps while ensuring long-term operational stability and alignment with the Port's strategic objectives.

I am sharing these focus areas that fall within your responsibilities, as well as those involving your respective Division Heads and, where applicable, Deputy General Manager Muna. Working collaboratively, we can develop solutions and drive meaningful progress. By implementing targeted action plans and fostering a culture of continuous improvement, the Port will be better equipped to navigate challenges and secure sustainable growth.

Here are the identified Remedial Strategies and Continuous Improvement areas requiring our immediate attention:

Risk Management and Resilience Planning

- **Scenario-Based Training:**
Participating in regular drills and simulations for natural disasters, cybersecurity threats, and operational disruptions.
- **Protocol Updates:**
Assisting with the biannual review and update of the Disaster Preparedness Plan and Typhoon Annex to ensure protocols remain effective and current.
- **Federal and Regional Partnerships:**
Supporting collaboration with partners such as the U.S. Coast Guard, FEMA, National Guard, and the Department of Defense to enhance resource-sharing and joint training efforts.

Maintaining Port's Revenue Integrity

- **Tariff Interpretation and Training:**
Supporting efforts to ensure consistent understanding and application of Tariff charges through workshops and training sessions.
- **Internal Reviews and Audits:**
Assisting in the establishment of quarterly audits to identify and address discrepancies in revenue collection.
- **Cross-Divisional Collaboration:**
Facilitating cooperation between Finance, Operations, and Commercial divisions to improve billing accuracy and revenue integrity.

Enhancing Efficiency, Compliance, and Collaboration in the Commercial Division

- **Lease Compliance Management:**
Supporting the implementation of quarterly lease audits and standardized lease monitoring systems to track compliance milestones.
- **Clarifying Roles and Responsibilities:**
Assisting in the review and refinement of job descriptions to address duty overlaps and improve accountability.
- **Tenant Relations and Customer Service:**
Participating in efforts to improve tenant communication, feedback systems, and customer service practices.

Technology Integration and Automation

- **Digitization Efforts:**
Supporting initiatives to automate manual processes and digitize records, improving data accuracy and inter-divisional coordination.
- **System Integration:**
Assisting in integrating IT systems between divisions to facilitate seamless data sharing.

Performance Focus Areas for 2025

Looking ahead to 2025, your role will be critical in advancing key initiatives that support the Port's mission and operational goals. These focus areas build on the progress made during the past year and emphasize infrastructure development, workforce growth, financial discipline, and improved collaboration. By continuing to execute these priorities, you will help ensure the Port remains resilient, efficient, and well-positioned to meet the needs of Guam and the wider region.

The following key performance areas are aligned with Policy Memorandum No. 09-04 and the Look Ahead 2025, designed to ensure resilience, operational excellence, and sustainability to strengthen the Port's role as Guam's critical hub for commerce and defense.

- **Key Infrastructure Projects**
 - Collaborate with Corporate Services, Legal, Strategic Planning, CIP/Engineering, Finance, Commercial, and Procurement divisions, along with the Port's Owner Agent Engineer, to develop public-private partnership procurement solicitations for fuel piers, fuel storage facilities, and fuel connectivity lines.
 - Oversee progress on bond-funded projects, including the Hotel Wharf rehabilitation and other critical infrastructure improvements.

- **Workforce Development and Engagement**
 - **Finalize the Implementation of Policies:**
Work with Human Resources to complete the processes for the desk audit policy and out-of-position assignments once the contract has been awarded.
 - **Employee Recognition and Engagement:**
Identify and support recognition programs, team-building activities, and flexible work arrangements to boost morale and productivity.
 - **Automate HR Processes:**
Assist in automating and streamlining performance evaluations, employment verifications, and workforce management using the E1 financial management system.
 - **Cross-Training and Succession Planning:**
Advance initiatives such as cross-training, succession planning, and mentorship programs to enhance workforce adaptability and ensure seamless operational continuity.
 - **Certification and Training Programs:**
Follow through with division heads (HR, too) to ensure employees receive updated certifications, emergency response training, and advanced maintenance technical training to prepare for future roles and responsibilities.

- **Financial Oversight**
 - **Address Underbillings:**
Work with Operations and Finance staff to resolve underbillings and align operational data with financial systems to improve transparency and ensure

compliance with management tariff initiatives, most importantly ensure no more internal misinterpretations of the tariff.

- **Enhance Financial Accountability:**
Support ongoing efforts to maintain accurate financial reporting and strengthen fiscal discipline through regular reviews and audits.
- **Commercial Division and Tenant Relations**
 - **Streamline Lease Management:**
Collaborate with Commercial staff to improve lease management workflows and enforce compliance measures to address tenant non-compliance efficiently.
 - **Enhance Tenant Relationships:**
Implement a tenant feedback system to improve service delivery, communication, and overall tenant satisfaction.
 - **Strengthen Compliance Processes:**
Ensure consistent monitoring and enforcement of lease terms, supporting the Port's revenue integrity and operational efficiency.

During the evaluation period, we faced challenges both internally and externally. I appreciate your willingness to adapt to your role as the Port's Deputy General Manager of Administration and Finance.

It is essential that you understand your primary responsibility is to assist me in executing the Board's policies and my directives as General Manager. Moving forward, I encourage you to focus on carrying out these responsibilities, rather than setting your own priorities.

I have emphasized time and again that we are one team, One Port, with one goal in mind. Our commitment to operational excellence and continuous improvement across all divisions must remain steadfast. This will enhance our capabilities and ensure we are fully prepared to meet evolving demands and continue serving our community effectively. Looking ahead, maintaining this momentum is critical. We need to continue strengthening our infrastructure, refining operational procedures, and fostering a culture of excellence and innovation.

By doing so, we will solidify our position in the region, contribute positively to our community, and ensure the Port remains a vital asset for Guam and the wider Micronesian region.

Your ongoing efforts, along with the collective work of our team, will be essential in achieving these objectives and upholding the high standards we have set.

This memorandum will be attached to your performance evaluation to justify the overall evaluation of Exemplary Performance and provide specific performance objectives for the next rating period.

Si Yu'os Ma'ase for your dedication and commitment to the Port and our Port Strong family.



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 Jose D. Leon Guerrero Commercial Port
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 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

DEPUTY GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM

Name of Deputy General Manager, Operations & Maintenance Dominic G. Muña	Name of Reviewer/Title: Rory J. Respicio, General Manager
Period Covered: From: January 2, 2024 To: January 1, 2025	Date of Review: December 16, 2024

GENERAL INSTRUCTIONS:

1. This form is to be used for initial and bi-annual performance evaluation for the Deputy General Manager. The performance evaluations are to occur six (6) months into the Deputy General Manager’s employment with the Port Authority of Guam and every twelve (12) months thereafter.
2. The ratings to be assigned by the Rater for each individual factor are indicated in Part I; for each individual Performance Objective in Part II; and for the Overall Rating in Part III.
3. The Performance Objectives and factors may be weighted at the Rater’s discretion.
4. The Reviewer is the General Manager.

PART I: CORE PERFORMANCE FACTORS

1. The General Manager evaluates the Deputy General Manager’s proficiency in the following performance factors using a single rating on the following scale:
 - A = Exceptional Performance
 - B = Superior Performance
 - C = Average Performance
 - D = Acceptable Performance
 - E = Needs Improvement

Performance Factors	Rater's Rating
<p>1. Leadership Displays courage, passion and caring in work. Sets a professional example. Motivates other to work toward common goals. Uses authority responsibly. Addresses problems proactively. Gains support and seeks buy-in-through participation of others. Demonstrates interest in professional growth of others. Shows good judgment and accepts ownership for decisions in areas of responsibility. Supportive Information: Please refer to attached memorandum.</p>	<p>A</p>
<p>2. Commitment to the Port's Mission, Vision and Values Articulates or shows appreciation for the importance of shared vision. Demonstrates civility in relations with others. Requires supervised employees to show civility in their relations toward others. Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port. Demonstrates consideration of the Port's values when making decisions. *(Diversity and civility are examples of University values to be considered.) Supportive Information: Please refer to attached memorandum.</p>	<p>A</p>
<p>3. Management Practices Demonstrates commitment to good customer services. Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility. Questions existing practices for continued relevancy. Effectively initiates and promotes necessary change in the areas of responsibility. Sets and enforces performance standards effectively. Recognizes and rewards good performance. Plans effectively and shows good project management skills. Shows awareness of "good practices" for areas of responsibility. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities. Supportive Information: Please refer to attached memorandum.</p>	<p>A</p>

Performance Factors	Rater's Rating
<p>4. Relational Skills Works effectively with others. Works collaboratively and negotiates effectively. Maintains confidentiality. Accepts constructive criticism without offense. Demonstrates sensitivity to the rights and opinions of others, even in disagreement. Presents a positive image of the Port to external publics. Respects cultural differences and embraces activities which support a diverse community.</p> <p>Supportive Information: <i>Please refer to attached memorandum.</i></p>	A
<p>5. Commitment to Diversity Respects cultural differences and embraces activities which support a diverse community. Utilizes recruitment strategies designed to attract diverse applicant pools. Actively engages in diversity initiatives, such as, mentoring, training and employee networks. Displays a commitment to diversity.</p> <p>Supportive Information: <i>Please refer to attached memorandum.</i></p>	A
<p>6. Resource Management Recruits, selects and retains capable, productive employees. Effectively deploys staff, equipment and technology to accomplish work. Shows good stewardship of financial resources. Demonstrates knowledge of budget and use of financial reporting systems. Displays creativity/innovative in managing resources.</p> <p>Supportive information: <i>Please refer to attached memorandum.</i></p>	A
<p>7. Communication Skills Shares appropriate information with internal and external audiences in a timely and responsible manner. Manages meetings effectively. Possesses effective listening skills. Articulates clearly and writes effectively. Displays effective presentation skills.</p> <p>Supportive information: <i>Please refer to attached memorandum.</i></p>	A

Performance Factors	Rater's Rating
<p>8. Accountability</p> <p>Takes responsibility for fulfilling job duties. Meets attendance and punctuality guidelines. Demonstrates accuracy and thoroughness. Completes work on time. Follows instructions and directions.</p> <p>Supportive Information: Please refer to attached memorandum.</p>	A
<p>9. Responsiveness/Customer Service</p> <p>Consistently demonstrates respect, responsiveness and professionalism. Provides each customer with the same high quality services. Fosters and models a commitment to customer service. Builds customer and confidence and increases customer satisfaction. Makes customers and their needs a primary focus. Developing and sustaining productive customer relationship.</p> <p>Supportive Information: Please refer to attached memorandum.</p>	A
<p>10. Decision Making/Problem Solving</p> <p>Identifies and understands issues, problems and opportunities. Make timely and rational decisions based on analysis of relevant information/data Accepts responsibility for decisions and takes proper action when necessary. Uses effectively approaches for choosing a course of action or developing appropriate actions. Takes action that is consistent with available facts, constraints, and probable consequences.</p> <p>Supportive information: Please refer to attached memorandum.</p>	A
<p>11. Work Environment/Safety</p> <p>Promotes and supports a respectful workplace; comply with laws, policies and procedures. Models ethical behavior and decision making and ensures compliance.</p> <p>Supportive information: Please refer to attached memorandum.</p>	A

PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES



Instructions: Part II creates the performance deliverable which will be measured. The Deputy General Manager and General Manager should identify below between 5 and 8 significant deliverable in the form of major initiatives or projects. They may include annual program objectives or project-related work. The intent is that there should be some collaboration between the Deputy General Manager and General Manager when assigning the deliverables and they should be prioritized if at all possible, with the most important in block 1, next most important in block 2, etc. If more than 8 deliverables require listing, those in excess of 8 may be listed in the back of the last page. (NOTE: It is typical for some priorities to change over the course of the year, and it also foreseeable that some objectives set at the beginning of the cycle may prove unachievable for reasons outside the Deputy General Manager's control.)

Job Specific Performance Objectives	Rater's Rating
1. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	
2. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	
3. Objective: <i>Please refer to attached memorandum.</i>	A
Expected Results:	
Actual Results:	

Job Specific Performance Objectives	Rater's Rating
<p>4. Objective: <i>Please refer to attached memorandum.</i></p>	<p>A</p>
<p>Expected Results:</p>	
<p>Actual Results:</p>	
<p>5. Objective: <i>Please refer to attached memorandum.</i></p>	<p>A</p>
<p>Expected Results:</p>	
<p>Actual Results:</p>	
<p>6. Objective: <i>Please refer to attached memorandum.</i></p>	<p>A</p>
<p>Expected Results:</p>	
<p>Actual Results:</p>	
<p>7. Objective: <i>Please refer to attached memorandum.</i></p>	<p>A</p>
<p>Expected Results:</p>	
<p>Actual Results:</p>	

Job Specific Performance Objectives	Rater's Rating
8. Objective: Please refer to attached memorandum.	A
Expected Results:	
Actual Results:	

The Deputy General Manager and the General Manager have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

Employee' Signature: 	Date: December 16, 2024
General Manager's Signature: 	Date: December 16, 2024

PART III: SUMMARY OF OVERALL PERFORMANCE:

The space below is provided for a narrative summary of the Deputy General Manager's performance over the immediate cycle to be completed by the General Manager (Rater).

Please refer to attached memorandum.

PART IV: OVERALL PERFORMANCE EVALUATION RATING: (Please checkmark ✓)

Exceptional Performance

Superior Performance

Average Performance

Acceptable Performance

Needs Improvement

PART V: PERFORMANCE DEVELOPMENT PLAN:

In the blocks below, the General Manager should make specific recommendations designed to identify strategies to enhance the Deputy General Manager's current competencies (first block) or correct performance issues (second block).

Professional Growth Strategies:


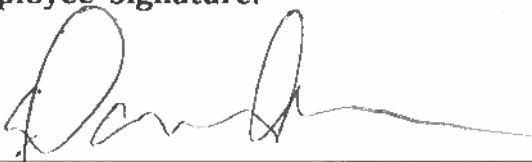
Please refer to attached memorandum.

Remedial Strategies:

Please refer to attached memorandum.

PART VI: SIGNATURES:

The Deputy General Manager and General Manager are required to sign the instrument after completing it and concluding the performance interview. The Deputy General Manager is only attesting to having been afforded the opportunity to review the evaluation and discuss the evaluations with the General Manager. The Deputy General Manager's signatures does not necessarily indicate that he/she agrees with the General Manager's measurement of his/her performance. Employee's comments are optional.

General Manager's Signature: 	Date: December 16, 2024
Employee' Signature: 	Date: December 16, 2024

Employee comments:	Date:
I would like to discuss with the General Manager: <input type="checkbox"/> Yes <input type="checkbox"/> No	
General Manager's Signature:	



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

December 16, 2024

MEMORANDUM

To: Dominic G. Muña, Deputy General Manager, Operations & Maintenance

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

Subject: Performance Evaluation – January 2, 2024 to January 1, 2025

Hafa Adai! Under Title 12 Guam Code Annotated, Chapter 10, Section 10111(c), and Title 5 Guam Code Annotated, Chapter 43, Boards and Commissions, Article 2, the Board is mandated to conduct performance evaluations of the General Manager every six months initially, transitioning to annual evaluations thereafter. These evaluations ensure accountability, transparency, and alignment with the Port's strategic objectives.

In line with Policy Memorandum 09-04, the Board extended these evaluation policies to the Deputy General Manager. Following your reappointment on December 29, 2022, and the performance goals provided on April 18, 2024, this evaluation focuses on your key areas of responsibility, along with accomplishments achieved through our collective efforts in 2024.

The following outlines your areas of responsibility and the significant accomplishments achieved in 2024. These highlights reflect the collaborative efforts and dedication demonstrated under your leadership to meet the Port's strategic objectives. Your contributions have been instrumental in driving progress across multiple divisions, ensuring operational excellence, compliance, and alignment with the Port's long-term goals. The achievements detailed below underscore the impact of your role in supporting the Port's mission and advancing its priorities.

Performance Factors & Job Specific Performance Objectives

Areas of Responsibility and General 2024 Accomplishments

Compliance/Control

Harbor Master

- **Oversight and Compliance:**
Ensured the Harbor Master Division operated in full compliance with maritime regulations and safety protocols through consistent monitoring and strategic guidance.
- **Coordination with Federal Authorities:**
Provided oversight on coordination efforts with the U.S. Coast Guard to facilitate timely inspections and certifications, maintaining the Port's operational safety standards.

- **Strategic Direction for Efficiency:**
Directed the division to implement best practices for vessel traffic management, optimizing scheduling and berth assignments to improve efficiency and minimize delays.

Port Police

- **Oversight of Security Operations:**
Ensured the Port Police Division maintained compliance with security protocols and regulations through consistent monitoring and strategic direction. Oversaw the hiring of 13 additional personnel to strengthen security capabilities and maintain operational readiness.
- **Coordination with Law Enforcement:**
Provided oversight on coordination efforts with local and federal law enforcement agencies to ensure security measures met operational and safety standards.
- **Strategic Guidance for Security Efficiency:**
Directed the implementation of enhanced security protocols, ensuring the management of 12 cruise vessel arrivals was conducted without disruption to cargo operations.

Safety Division

- **Oversight of Safety Compliance:**
Ensured the Safety Division adhered to OSHA standards and safety protocols through consistent monitoring and strategic guidance. Supported the creation of the Environmental Compliance Manager role to strengthen environmental oversight and ensure adherence to regulatory standards.
- **Direction for Safety Culture:**
Directed the division to conduct risk assessments, and compliance checks, reinforcing a culture of safety and proactive risk management.
- **Remedial Strategy – Regulatory Inspections:**
Participated in the development of a plan to ensure the successful completion of annual U.S. Coast Guard inspections, addressing gaps in maritime safety compliance and enhancing the Port's operational readiness.

Strategic Planning

- **Oversight:**
Assisted in the Port's direction stayed on course by monitoring key initiatives and aligning them with modernization goals and federal requirements.
- **Guidance on Long-Term Objectives:**
Provided guidance to ensure planning efforts supported infrastructure resilience, operational efficiency, and the Port's long-term growth and sustainability goals.
- **Strategic Reallocation of Funds:**
Monitored the reprogramming of the \$22 million RAISE grant to address infrastructure damages caused by Typhoon Mawar, ensuring alignment with resilience and recovery priorities.

CIP/Engineering

- **Tracking Infrastructure Projects:**

Monitored the progress of key infrastructure projects to ensure alignment with goals and timelines, including:

- Waterline Replacement & Relocation: Completion expected December 2024.
- EQMR Building Repairs: Completion expected February 2025.
- Warehouse 1 Repairs: Bid opening scheduled for January 3, 2025.
- Port Welding Shop Rehabilitation: Award issued November 2024, completion expected December 2025.

- **Fuel Infrastructure Upgrades:**

Tracked planning efforts for the Area A Fuel Storage Facility Rehabilitation, including discussions on integrating a public-private partnership model to address growing regional and defense fuel demands.

Operations

- **Delegation of Authority:**

On June 4, 2024, I delegated my authority over the Operations Division to the Operations Manager and Assistant Operations Manager to ensure clarity in responsibility and accountability. This delegation granted them full authority over operational functions, including resource allocation, procedural adjustments, and implementing policies to enhance operational performance.

The goal of this delegation was to empower their leadership, streamline decision-making, and support the division's performance, productivity, and employee morale. Their authority is to be exercised jointly, requiring both individuals to agree before making decisions that alter existing directives. Documenting these decisions ensures transparency and alignment with the Port's strategic objectives.

Note: This delegation remains in effect unless modified or rescinded in writing by me, the General Manager.

- **Deputy General Manager's Reporting Role:**

The Deputy General Manager of Operations & Maintenance provides ongoing reports on the progress, challenges, and outcomes within the Operations Division. This role ensures that I stay informed of significant developments and overall performance while supporting the Operations Manager and Assistant Operations Manager in their leadership.

- **Evaluation and Recognition:**

Given this structure, I will rely on the Deputy General Manager to provide evaluations of the Operations Manager and Assistant Operations Manager. These evaluations will focus on their leadership, decision-making, and management within the Operations Division.

EQMR Division

- **Overview and Standalone Division:**

EQMR was retained as a standalone division to preserve its critical role in infrastructure upkeep and equipment reliability. This decision, made in alignment with board-level concurrence and policies, recognized EQMR's capacity to function independently and the importance of maintaining clear roles and responsibilities. Keeping EQMR separate from Operations ensured focused accountability and operational efficiency.

- **As Deputy General Manager of Operations & Maintenance,** you played a key role in supporting this effort. You helped to ensure that Maintenance received the necessary resources and attention to uphold its responsibilities and meet performance standards.

- **Core Responsibilities:**

Maintenance oversees the repair, servicing, and upkeep of the Port's infrastructure and equipment. This includes executing preventive maintenance programs, conducting timely repairs, and ensuring the reliability of critical assets such as cranes, vehicles, and port facilities. Their dedication to maintaining a safe, functional, and efficient environment supports the Port's strategic goals of resilience, operational excellence, and safety.

Facility Maintenance

- **Routine Maintenance and Structural Integrity:**

Ensured that regular inspections and yard maintenance were conducted to identify and address potential structural issues that could disrupt operations.

- **System Servicing:**

Provided support for scheduled inspections and servicing of critical systems, including refrigeration, HVAC, and electrical systems, to maintain reliable operation and minimize downtime.

- **Janitorial and Hygiene Standards:**

Ensured janitorial services upheld cleanliness and hygiene standards across all Port facilities, fostering a safe and clean working environment.

Storm Readiness and Recovery:

Successfully escalated storm readiness for Tropical Storm Man-Yi on November 12, 2024. Secured Port facilities and resumed cargo operations on November 13, 2024, ensuring continuous service for Guam's residents and businesses.

Summary of Overall Performance

Excellence in Divisions

- **Harbor Master's Office**

In addition to the Harbor Master Division's daily duties of ensuring compliance with maritime regulations and safety protocols, you also provided consistent guidance to help all of us address complex issues. Your work on the Abandoned Derelict Vessel Removal Program, in conjunction with the Harbor Master, and the Planning Division, showcased your ability to tackle critical challenges and align efforts with broader operational priorities.

- **Port Police Division**

The Port Police Division demonstrated exceptional dedication and adaptability in addressing security demands throughout 2024. Through coordination, the division ensured that all operations were conducted in a secure and compliant manner. By balancing increased personnel needs with enhanced protocols, the division not only met but exceeded expectations, particularly during high-profile events such as cruise vessel arrivals.

The team's ability to work seamlessly with local and federal law enforcement highlights their commitment to fostering collaborative partnerships that strengthen overall security. These efforts underscore the Port Police Division's integral role in maintaining a safe and efficient environment, protecting the Port's operations, assets, and community interests.

- **Safety Division**

The Safety Division upheld the standards of workplace safety and regulatory compliance throughout 2024. Under your guidance, the division not only adhered to OSHA standards but also reinforced a proactive safety culture through regular risk assessments and compliance checks.

A key achievement was the establishment of the Environmental Compliance Manager role, which will significantly enhance the division's capacity to oversee and address environmental regulatory requirements. I am excited that we will soon be moving forward on filling this newly created position thanks to our Board's approval. This forward-thinking initiative underscores the Port's commitment to sustainability and safety as interconnected priorities.

Your involvement in developing a comprehensive plan for successful U.S. Coast Guard inspections, together with Deputy General Manager Pacifico, Port Police, Operations, Maintenance, Facilities, and other divisions, demonstrated the division's focus on addressing gaps and enhancing maritime safety readiness. The division's ability to maintain compliance while fostering a culture of risk awareness and continuous improvement reflects its pivotal role in ensuring the Port's operational resilience and the safety of all employees and stakeholders.

- **CIP/Engineering Division**

The CIP/Engineering Division ensured progress on critical infrastructure projects remained aligned with established timelines and objectives in 2024. Key initiatives included the Waterline Replacement & Relocation, EQMR Building Repairs, Warehouse 1 Repairs, and the Port Welding Shop Rehabilitation.

Through diligent monitoring and coordination, the division ensured these projects remained aligned with the Port's broader strategic goals, contributing to enhanced infrastructure reliability and operational excellence.

- **Strategic Planning Division**

In 2024, Strategic Planning efforts ensured the Port's initiatives stayed aligned with modernization goals and federal requirements. By closely monitoring key projects and objectives, the division maintained focus on operational excellence and infrastructure improvements.

Strategic planning efforts also emphasized long-term objectives, supporting infrastructure resilience, operational efficiency, and sustainable growth. These initiatives have helped position the Port to meet evolving demands while ensuring readiness for future challenges.

In response to Typhoon Mawar, the division effectively managed the reallocation of \$22 million from the RAISE grant, prioritizing recovery and resilience efforts. These achievements highlight the division's pivotal role in supporting the Port's modernization and sustainability goals.

The division's work continues to play a crucial role in aligning Port operations with the Port's 2023 Master Plan, Look Ahead 2024, and management objectives. These efforts support broader economic and strategic priorities, maintaining a forward-looking approach to modernization and growth.

- **Operations Division**

The Operations Division consistently rises to the challenge, ensuring the smooth flow of cargo and maintaining readiness under pressure. From storm preparedness to daily operations, their commitment keeps the Port running efficiently and reliably. I am truly grateful for the dedication and resilience demonstrated by the Operations team. Their efforts are vital to the Port's success and Guam's economic stability. Together, we will continue to achieve great things.

- **Equipment, Maintenance & Repair (EQMR)**

The Maintenance Division consistently demonstrates exceptional commitment to keeping the Port's infrastructure and equipment in optimal condition. Their proactive approach to preventive maintenance and swift response to repair needs minimize downtime and ensure reliability. This dedication not only sustains day-to-day operations but also strengthens the Port's long-term success. I am proud of the hard work and perseverance shown by the Maintenance team. Their efforts are essential to the Port's resilience and ability to serve the community. Together, we will continue to uphold the highest standards of operational excellence.

- **Facility Maintenance**

As Deputy General Manager, you provided valuable support in overseeing these efforts, assisting in coordinating resources, and ensuring the Facility Maintenance Division maintained its focus on operational readiness. Through your support, the division upheld its responsibilities, maintaining alignment with the Port's strategic objectives for reliability and efficiency.

I am particularly proud that, in 2024, together with our Board's approval, we elevated Facilities into its own division, separating it from Maintenance. This important step allowed for greater focus, clarity in roles, and an enhanced ability to meet the Port's operational needs. This transition marks a significant milestone in strengthening the Port's infrastructure and operational capabilities.

Performance Development Plan

Remedial Strategies and Continuous Improvement

Continuous improvement and remedial strategies are critical to sustaining the Port's operational resilience, safety, and efficiency. In my 2024 evaluation, Board Chairperson Dot Harris highlighted several areas needing enhanced focus, including risk management, preventive maintenance, cross-divisional collaboration, and equipment lifecycle planning. These initiatives aim to address existing gaps while ensuring long-term operational stability and alignment with the Port's strategic objectives.

I am sharing these focus areas that fall within your responsibilities, as well as those involving your respective Division Heads and, where applicable, Deputy General Manager Martir. Working collaboratively, we can develop solutions and drive meaningful progress. By implementing targeted action plans and fostering a culture of continuous improvement, the Port will be better equipped to navigate challenges and secure sustainable growth.

Here are the identified Remedial Strategies and Continuous Improvement areas requiring our immediate attention:

Risk Management and Resilience Planning

Gap Identified:

Enhancing preparedness for natural disasters, security threats, and operational disruptions remains a priority. The Port Authority of Guam (PAG) has made significant strides in this area, and continued focus ensures the Port remains resilient and ready for any contingency.

Current Progress:

The Port has implemented robust strategies, such as the Disaster Preparedness Plan and the Typhoon Annex. These measures were successfully tested during Typhoon Mawar and validated through federal compliance exercises with the U.S. Coast Guard.

Action Plan:

1. Maintain Certification Momentum

- **Objective:** Maintain up-to-date knowledge in risk management and resilience planning.
- **Implementation:** Pursue certifications from organizations like the Association of Pacific Ports (APP), American Association of Port Authorities (AAPA), and International Association of Emergency Managers (IAEM).
- **Outcome:** Integrate the latest standards into the Port's risk management framework.

2. Ongoing Scenario-Based Training

- **Objective:** Ensure preparedness through regular drills and simulations.
- **Implementation:** Conduct quarterly scenario-based training exercises for natural disasters, cybersecurity threats, and operational disruptions.
- **Outcome:** Maintain readiness and coordination across all divisions and stakeholders.

3. Regular Protocol Updates

- **Objective:** Keep emergency protocols aligned with evolving risks and best practices.
- **Implementation:** Perform biannual reviews of the Disaster Preparedness Plan and Typhoon Annex, updating them based on recent incidents and feedback.
- **Outcome:** Maintain effective and current emergency protocols.

4. Strengthen Federal and Regional Partnerships

- **Objective:** Leverage partnerships to reinforce resilience.
- **Implementation:** Maintain collaboration with the U.S. Coast Guard, FEMA, National Guard, and Department of Defense.
- **Outcome:** Enhance resource-sharing, joint training, and strategic coordination.

Metrics for Success:

- **Certification Maintenance:** Maintain at least one active certification in risk management or resilience planning.
- **Training Drills:** Conduct four scenario-based exercises annually.
- **Protocol Review:** Complete two protocol reviews and updates each year.
- **Partnership Engagement:** Participate in at least two joint exercises with federal partners annually.

Preventive Maintenance

Gap Identified:

Maintaining consistent preventive maintenance programs is essential to avoid equipment downtime and ensure reliable operations and service delivery.

Action Plan:

1. Enhance Maintenance Programs

- **Objective:** Strengthen preventive and predictive maintenance programs.
- **Implementation:** Develop detailed maintenance schedules and tracking systems for cranes, fleet vehicles, and facilities.
- **Outcome:** Minimize equipment downtime and improve operational reliability.

2. Crane and Fleet Maintenance

- **Objective:** Ensure the longevity and efficiency of critical equipment.
- **Implementation:** Prioritize regular inspections, repairs, and certifications for cranes and fleet vehicles.
- **Outcome:** Reliable equipment that supports uninterrupted cargo operations.

3. Facility Maintenance

- **Objective:** Maintain optimal facility conditions.
- **Implementation:** Conduct routine checks and maintenance for buildings, refrigeration/electrical systems, and janitorial services.
- **Outcome:** Safe, efficient, and clean working environments.

Metrics for Success:

- **Downtime Reduction:** Achieve a 20% reduction in equipment downtime.
- **Preventive Maintenance Compliance:** Complete 100% of scheduled maintenance tasks.
- **Facility Condition:** Maintain facilities in optimal working condition through quarterly inspections.

Cross-Divisional Collaboration

Gap Identified:

Enhancing alignment, transparency, and joint problem-solving across divisions supports the Port's operational resilience and strategic goals.

Action Plan:

1. **Cross-Divisional Alignment Workshops**
 - **Objective:** Promote a unified understanding of the Port's strategic goals.
 - **Implementation:** Hold quarterly workshops where each division presents projects, challenges, and goals.
 - **Outcome:** Improved transparency and shared understanding of divisional priorities.
2. **Inter-Divisional Project Teams**
 - **Objective:** Foster collaborative approaches to address challenges.
 - **Implementation:** Assign joint project teams for initiatives like preventive maintenance and risk management.
 - **Outcome:** Enhanced cooperation and shared accountability.
3. **Regular Collaboration Meetings**
 - **Objective:** Ensure ongoing dialogue and issue resolution.
 - **Implementation:** Schedule monthly meetings with division heads and key staff to review collaborative efforts.
 - **Outcome:** Timely resolution of challenges and consistent alignment on strategic goals.

Metrics for Success:

- **Workshop Participation:** 90% attendance in quarterly workshops.
- **Project Team Outcomes:** Completion of at least three successful cross-divisional projects annually.
- **Conflict Reduction:** 50% decrease in reported inter-divisional conflicts.

Health, Safety, and Environmental Compliance

Gap Identified:

Ensuring workplace safety and environmental compliance remains critical given the Port's operational complexity.

Action Plan:

1. **Safety Drills and Training**
 - **Objective:** Maintain employee preparedness for emergencies.
 - **Implementation:** Conduct monthly safety drills and annual safety certification programs.
 - **Outcome:** A safer workplace with well-prepared staff.

2. Environmental Audits

- **Objective:** Maintain compliance with environmental regulations.
- **Implementation:** Schedule biannual environmental compliance audits.
- **Outcome:** Identify and mitigate potential risks proactively.

Metrics for Success:

- **Compliance Rate:** Achieve 100% compliance in annual safety and environmental audits.
- **Incident Reduction:** Reduce workplace incidents by 20%.

Equipment Lifecycle Management

Gap Identified:

Managing aging equipment, such as gantry cranes and fleet vehicles, ensures operational efficiency and reduces maintenance costs.

Action Plan:

1. Equipment Replacement Planning

- **Objective:** Ensure timely replacement of aging equipment.
- **Implementation:** Develop a rolling five-year replacement plan for key operational equipment.
- **Outcome:** Minimize unexpected breakdowns and maintain operational efficiency.

2. Asset Tracking System

- **Objective:** Enhance asset management and maintenance scheduling.
- **Implementation:** Implement or upgrade an asset tracking system to monitor equipment usage and maintenance history.
- **Outcome:** Data-driven decisions for maintenance and replacements.

Metrics for Success:

- **Equipment Availability:** Maintain a 95% availability rate for critical equipment.
- **Replacement Timelines:** Adhere to the five-year replacement plan.

Additional Duties and Responsibilities

Beyond your core duties, you have consistently taken on critical responsibilities that extend beyond the Port's direct operations. As the Co-Chairperson of the Special Operations Response Team (SORT), a program initiated by Governor Lou Leon Guerrero, you have played a pivotal role in coordinating multi-agency efforts to address sanitation and safety challenges, including the reopening of Guam's public schools. Your contributions have been instrumental in ensuring that schools meet health and safety standards, enabling students to return to a conducive learning environment.

In addition, you have provided leadership and coordination for numerous island-wide events and community initiatives. These include the Annual Christmas Tree Lighting at Skinner's Plaza, the Electric Light Parade, and many other projects that require multi-agency collaboration. Your ability to manage complex logistics and ensure seamless execution has been integral to the success of these high-profile events.

These additional responsibilities reflect your versatility and dedication to supporting Guam's broader community and the Governor and Lt. Governor's priorities, all to advance the greater good and somehow, we manage to find a nexus between these initiatives and the Port's overall responsibilities to our island community. Your work has enhanced the Port's presence and contribution to the island, demonstrating a strong commitment to resilience, safety, and community engagement.

Your efforts and the collective dedication of our team have significantly contributed to the Port's progress and resilience. This memorandum supports an Exceptional Performance rating and outlines clear objectives for the upcoming period.

Si Yu'os Ma'ase for your continued commitment to our mission and success.



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

December 12, 2024

Memorandum

To: Rory J. Respicio, General Manager

From: Dorothy P. Harris, Board Chairperson 

Subject: Annual Evaluation Review for Calendar Year 2024 (January 2, 2024 to January 1, 2025)

Buenas yan Hafa Adai! This letter acknowledges your exceptional leadership and dedication throughout Calendar Year 2024 (January 2, 2024 to January 1, 2025), continuing the high standards you have demonstrated since your appointment as General Manager of the Jose D. Leon Guerrero Commercial Port on January 8, 2019. This annual evaluation reflects the significant progress and transformative initiatives you have led for the Port Authority of Guam (PAG), even in the face of challenges that required the strong management and leadership you consistently provide.

The ability you have shown to navigate complex challenges, advocate for the Port's strategic interests, and foster a unified and motivated workforce justifies an exceptional performance rating. Your accomplishments have laid a strong foundation for continued success, operational excellence, and strategic growth, ensuring the Port remains a cornerstone of Guam's economy, community, and national security infrastructure.

As Board Chairperson, I will be submitting my evaluation of your performance to my colleagues on the Board — Vice Chairperson Conchita Taitano and Board Secretary Fe Ovalles — for their review and disposition. This evaluation is the result of a thorough assessment of your management of the Port and incorporates the feedback you have provided to me.

My conclusions are summarized in the following key areas:

Leadership

- **Courage and Accountability:** You addressed budget challenges transparently by introducing real-time financial monitoring, reinforcing fiscal discipline, and promoting a culture of accountability.
- **Empowering the Workforce:** Your commitment to succession planning and policy updates has fostered workforce adaptability and future leadership development.
- **Cross-Divisional Collaboration:** By resolving communication gaps and promoting collaboration, you unified the Port's operations, enhancing efficiency and alignment with strategic goals.

Commitment to the Port's Mission and Values

- Your dedication to PAG's mission and vision was evident in your advocacy for infrastructure modernization, resilience planning, and sustainability initiatives.
- You upheld the Port's core values of integrity, accountability, and professionalism, ensuring all divisions aligned with these principles.

Management Practices

- **Infrastructure Modernization:** Progress on gantry crane replacements, fuel pier rehabilitations, and wharf upgrades demonstrates your focus on modernizing critical infrastructure to support national security and economic resilience.
- **Financial Oversight:** Implementation of real-time financial monitoring and securing clean audit opinions highlight your commitment to financial integrity and strategic planning.

Workforce Development

- Your efforts in promoting employee development, cross-training, and morale-boosting initiatives — such as the Challenge Coin program and wellness activities — have strengthened the Port's workforce and organizational culture.

Key Accomplishments

- **Readiness and Resilience:** Completion of the Port Readiness Plan and updates to emergency protocols aligned PAG with national security requirements.
- **Infrastructure Projects:** Advancing critical infrastructure projects and leveraging public-private partnerships to secure funding.
- **Sustainability Initiatives:** Securing a \$2.4 million EPA grant and implementing Zero-Emission and Zero-Waste Goals to support environmental compliance.
- **Revenue Integrity:** Addressing underbillings and improving lease compliance through strategic collaboration and oversight.

Areas for Continued Growth

- **Post-Typhoon Mawar Claims:** Strengthening processes for insurance and FEMA claims to ensure timely and accurate reimbursements.
- **Cross-Divisional Collaboration:** Enhancing inter-divisional coordination to address operational challenges and improve efficiency.
- **Technology Integration:** Further automation and digitization of records to reduce manual errors and streamline operations.

In addition to recognizing your accomplishments, this evaluation highlights key remedial strategies to address identified gaps and enhance PAG's operations. These strategies focus on improving risk management and resilience planning, advancing sustainability initiatives, ensuring revenue integrity through accurate billing and lease compliance, and strengthening cross-divisional collaboration. These efforts are designed to align the Port with best practices, support strategic goals, and promote operational excellence.

Your leadership has been strengthened by the steadfast support of Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, Vice Chairperson Conchita Taitano, Board Secretary and Director Fe Ovalles, as well as Deputy General Managers Dominic Muna and Pacifico Martir. This collective commitment and collaboration are essential to sustaining PAG's progress and ensuring alignment with Governor Leon Guerrero's strategic vision.

Equally important is the dedication of Port employees who consistently demonstrate grit, resilience, and teamwork. This year, as we celebrate 49 years with the theme "Port Strong: Nearly Half a Century of Grit, Resilience, and Service Fueling Local and Regional Economies, Partnerships, and National Security," their hard work and unity remain the driving forces behind our collective achievements.

Memo to Port Authority General Manager Rory J. Respicio
Subject: Annual Evaluation Review for Calendar Year 2024 (January 2, 2024 to January 1, 2025)
December 12, 2024
Page 3

Let us continue to build momentum — honoring our milestones, tackling challenges head-on, and moving forward with the energy and enthusiasm embodied in the Port Authority of Guam's motto: "Port Strong!" Thank you for your collaboration and transparency throughout the performance evaluation process, and for your availability to respond to my questions and clarifications.

We celebrate these successes together and remain committed to tackling challenges with unity and resilience — whether they arise from internal operations, external pressures, or differing perceptions. Our dedicated employees are the backbone of this effort, consistently demonstrating grit, teamwork, and professionalism. This kind of hard work is necessary at levels of the organization and commitment required to ensure that the Port's mission stays focused on supporting Guam's economic vitality, strengthening commercial operations, and upholding our critical role in national security. By maintaining this focus, we will continue to navigate complexities, foster collaboration, and drive progress that benefits our employees, our community, our stakeholders, and our local, regional and national partners. *Si Yu'os Ma'ase!*

CC: PAG Vice Chairperson Conchita Taitano
PAG Board Secretary & Director Fe Ovalles



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

GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM

Name of General Manager: <p align="center">Rory J. Respicio</p>	Name of Reviewer/Title: <p align="center">Dorothy P. Harris, Board Chairperson</p>
Period Covered: From: January 2, 2024 To: January 1, 2025	Date of Review: <p align="center">December 12, 2024</p>

GENERAL INSTRUCTIONS:

1. This form is to be used for initial and bi-annual performance evaluation for the General Manager. The performance evaluations are to occur six (6) months into the General Manager’s employment with the Port Authority of Guam and every twelve (12) months thereafter.
2. The ratings to be assigned by the Rater for each individual factor are indicated in Part I; for each individual Performance Objective in Part II; and for the Overall Rating in Part III.
3. The Performance Objectives and factors may be weighted at the Rater’s discretion.
4. The Reviewer is the Chairperson of the Board of Directors.

PART I: CORE PERFORMANCE FACTORS

1. The Board of Directors evaluates the General Manager’s proficiency in the following performance factors using a single rating on the following scale:

 A = Exceptional Performance
 B = Superior Performance
 C = Average Performance
 D = Acceptable Performance
 E = Needs Improvement

Performance Factors	Rater's Rating
<p>1. Leadership</p> <p>1a. Displays courage, passion, and caring in work:</p> <ul style="list-style-type: none"> • Tackled budget challenges transparently, introducing real-time financial monitoring to maintain fiscal discipline. • Promoted a culture of accountability by addressing cross-divisional communication gaps to unify the Port. • Advocated for employee development and workforce adaptability through succession planning and policy updates. <p>1b. Sets a professional example:</p> <ul style="list-style-type: none"> • Demonstrated ethical leadership by implementing corrective measures to maintain fiscal discipline. • Fostered collaboration through the Commercial Division Framework Analysis, aligning teams to improve efficiency and compliance. • Encouraged staff participation in sustainability initiatives like the Zero-Emission and Zero-Waste Goals, reinforcing the Port's environmental commitment. <p>1c. Motivates others to work toward common goals:</p> <ul style="list-style-type: none"> • Through communication and inclusive decision-making, fostered a sense of shared purpose among division heads, encouraging collaboration and synergy. • Promoted engagement in the succession plan to ensure leadership continuity and prepare future leaders within the organization. • Encouraged participation in cross-divisional initiatives to align efforts and achieve strategic goals. • Delegated authority to Operations to empower decision-making and enhance operational efficiency. <p>1d. Uses authority responsibly:</p> <ul style="list-style-type: none"> • Managed to reconsider the merger between Operations and Equipment Maintenance in alignment with board-level concurrence and policies, demonstrating the capacity to use authority responsibly. • Delegated authority over Operations to the Operations Manager and Assistant Operations Manager to ensure much-needed accountability in responding to circumstantial factors. • Balanced oversight with empowering Deputy General Managers and division heads, delegating responsibilities while maintaining accountability and strategic direction. <p>1e. Addresses problems proactively:</p> <ul style="list-style-type: none"> • Addressed the immediate need for budget authorization with transparency and implemented real-time financial monitoring to maintain fiscal discipline. • Identified and resolved duty overlaps to enhance operational efficiency. • Strengthened cross-divisional collaboration to improve workflows and ensure a unified approach. <p>1f. Gains support and seeks buy-in through participation of others:</p> <ul style="list-style-type: none"> • Engaged stakeholders in developing the 2024 Look Ahead, ensuring alignment with the Port's strategic vision. This collaborative process was also 	<p style="text-align: center;">A</p>

<p>applied to the 2024 Year-in-Review and the draft Look Ahead 2025, incorporating board-level participation for strategic oversight.</p> <ul style="list-style-type: none"> • Fostered collaboration with Commercial, Legal, Finance, and Operations to address challenges, ensuring solutions were developed collectively. • Utilized pulse surveys to gather real-time feedback from staff, fostering engagement and identifying areas for improvement in operations and employee satisfaction. <p>1g. Demonstrates interest in professional growth of others:</p> <ul style="list-style-type: none"> • Thoroughly revamped and encapsulated the General Manager’s Desk Audit policy and the Board-approved succession plan to develop future leaders and ensure continuity of leadership. • Worked to implement cross-training opportunities specifically through the General Manager’s Out-of-Position Pay Policy to enhance workforce skills and adaptability, while honoring the tenet of equal work for equal pay. • Supported employees in participating in leadership development programs and professional growth initiatives to build expertise and advance careers. <p>1h. Shows good judgment and accepts ownership for decisions in areas of responsibility:</p> <ul style="list-style-type: none"> • Took responsibility for addressing the immediate need for more budget authorization by demonstrating transparency and implementing real-time financial monitoring to maintain fiscal discipline. • Made strategic decisions to recommend Governor and Board support to pursue bond financing and public-private partnerships to secure funding for critical infrastructure projects. • Demonstrated sound judgment by reconsidering the merger between Operations and Equipment Maintenance because the Equipment Maintenance Division demonstrated the capacity to function independently. This recommendation, backed by sound management practices, was approved by the Board. 	
<p>2. Commitment to the Port’s Mission, Vision and Values</p> <p>2a. Articulates or shows appreciation for the importance of shared vision:</p> <ul style="list-style-type: none"> • Communicated the 2024 Look Ahead to align teams with the Port’s strategic goals and future direction. • Continues to advocate for the adoption of the Master Plan to support long-term infrastructure development and operational resilience. • Reinforced the importance of the Port’s mission during stakeholder engagements and internal discussions, ensuring a unified vision across all divisions. <p>2b. Demonstrates civility in relations with others:</p> <ul style="list-style-type: none"> • Fostered a culture of respect and professionalism in interactions with staff, stakeholders, and board members. • In moments of passionate discussion, focused on constructive resolution and reinforcing the Port’s mission. • Encouraged open dialogue during meetings, ensuring all voices were heard and valued, even during challenging conversations. Reaffirmed the Port’s mission and unity by focusing on achievements and progress, addressing concerns through positive action and commitment to shared goals. 	<p style="text-align: center;">A</p>

<p>2c. Requires supervised employees to show civility in their relations toward others:</p> <ul style="list-style-type: none"> • Set clear expectations for respectful communication and professional conduct among all employees. • Encouraged a workplace culture where collaboration and mutual respect are prioritized. • Addressed instances of communication challenges by reinforcing the importance of respect for each other and teamwork. <p>2d. Participates regularly in activities beyond immediate areas of responsibility:</p> <ul style="list-style-type: none"> • Actively engages in community events, industry discussions, and strategic collaborations to advance the Port’s mission and goals. • Represents the Port in external partnerships, enhancing visibility and promoting its role in Guam’s economic and social development. • Engaged in cross-divisional projects such as the Commercial Division Framework Analysis to improve efficiency and alignment. <p>2e. Demonstrates consideration of the Port’s values when making decisions:</p> <ul style="list-style-type: none"> • Integrated the Port’s core values of accountability, sustainability, and integrity into strategic decisions and daily operations, as reflected in the Look Ahead 2024 and the draft Look Ahead 2025. • Promoted environmental initiatives like the Zero-Emission and Zero-Waste Goals to align with the Port’s sustainability commitments. • Ensured cross-divisional collaboration and communication to uphold unity and shared responsibility across the Port. 	
<p>3. Management Practices</p> <p>3a. Demonstrates commitment to good customer services:</p> <ul style="list-style-type: none"> • Improved tenant relations through proactive communication and support, ensuring their needs were addressed promptly. • Implemented processes to ensure consistent service quality for Port users, carriers, and tenants. • Fostered a culture of responsiveness and professionalism, addressing customer concerns efficiently and maintaining trust with stakeholders. <p>3b. Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility:</p> <ul style="list-style-type: none"> • Addressed staffing needs through succession planning and the General Manager’s Desk Audit Policy, aligning roles with operational requirements. • Worked to implement cross-training opportunities through the General Manager’s Out-of-Position Pay Policy to enhance workforce skills and adaptability while honoring the tenet of equal work for equal pay. • Fostered collaboration with union representatives and across divisions to ensure alignment on workforce policies and address challenges constructively. <p>3c. Questions existing practices for continued relevancy:</p> <ul style="list-style-type: none"> • Evaluated duty overlaps within the Commercial Division, identifying areas for improvement and efficiency. • Reviewed budget authorization processes to strengthen financial oversight and prevent future lapses. 	<p>A</p>

- Assessed the merger between Operations and Equipment Maintenance, ultimately recommending against it based on sound management practices and division capacity.

3d. Effectively initiates and promotes necessary change in the areas of responsibility:

- Advanced public-private partnerships to address infrastructure needs and enhance operational efficiency.
- Implemented real-time financial monitoring systems to improve budget oversight and fiscal discipline.
- Promoted cross-divisional collaboration to streamline processes and unify operations.

3e. Sets and enforces performance standards effectively:

- Established clear performance expectations aligned with the 2024 Look Ahead goals and the draft Look Ahead 2025 strategic initiatives.
- Ensured accountability by implementing desk audits and succession planning to align roles and responsibilities with operational needs.
- Reinforced a culture of continuous improvement by addressing performance gaps and recognizing achievements through regular feedback.

3f. Recognizes and rewards good performance:

- Acknowledged staff contributions and milestones during Port Week 2024 and through ongoing employee recognition programs like the Challenge Coin initiative.
- Highlighted successful outcomes of cross-divisional projects, reinforcing teamwork and shared goals.
- Provided regular feedback to maintain high morale and encourage continuous improvement.

3g. Plans effectively and shows good project management skills:

- Collaborated across the organization and with WSP and Operations to set Vessel Service Standards, ensuring efficient and reliable vessel operations aligned with strategic goals.
- Advanced key infrastructure projects, including the F1 to Golf Pier Fuel Connectivity, DERA Tractor Replacement, and the Wharves Service Life Extension from F1 to F6, ensuring alignment with operational needs.
- Implemented real-time financial monitoring to support project planning and maintain fiscal accountability.

3h. Shows awareness of “good practices” for areas of responsibility:

- Maintained clean audit opinions and achieved consistent bond ratings, reflecting strong financial management and accountability practices.
- Applied real-time financial monitoring to ensure fiscal oversight and adherence to best practices.
- Promoted cross-divisional collaboration to implement industry standards and operational improvements effectively.

3i. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities:

- Supported the implementation of cross-training opportunities through the General Manager’s Out-of-Position Pay Policy to enhance workforce skills and adaptability.

<ul style="list-style-type: none"> • Promoted leadership development programs and professional growth initiatives to build employee expertise and career advancement. • Encouraged participation in mentorship programs and succession planning to ensure leadership continuity and skill development. 	
<p>4. Relational Skills</p> <p>4a. Works effectively with others:</p> <ul style="list-style-type: none"> • Fostered cross-divisional collaboration to ensure unified efforts and shared goals across the Port. • Promoted open communication during the development of the 2024 Look Ahead and the draft Look Ahead 2025. • Encouraged collaborative problem-solving to address challenges and improve operational efficiency. <p>4b. Works collaboratively and negotiates effectively:</p> <ul style="list-style-type: none"> • Facilitated discussions with stakeholders, including WSP, Operations, and carriers, to set Vessel Service Standards. • Engaged in board-level negotiations to advance critical initiatives such as bond financing, public-private partnerships, and the creation of positions to support strategic growth. • Collaborated across divisions to address the discovery of underbillings and noncompliant leases, improving processes to ensure financial accountability and compliance. • Promoted succession planning to ensure leadership continuity and align efforts with long-term goals. <p>4c. Maintains confidentiality:</p> <ul style="list-style-type: none"> • Ensured sensitive information related to tenant compliance issues and financial discrepancies was handled discreetly and professionally, and in accordance with Guam law. • Protected the confidentiality of personnel matters during discussions on succession planning and organizational changes. • Maintained strict confidentiality during board-level negotiations and strategic decision-making processes. <p>4d. Accepts constructive criticism without offense:</p> <ul style="list-style-type: none"> • Responded to feedback on budget processes by implementing real-time financial monitoring to enhance fiscal accountability. • Addressed concerns regarding cross-divisional communication by fostering a culture of collaboration and transparency. • Used feedback from board discussions and stakeholder engagements to refine strategic initiatives and operational practices. <p>4e. Demonstrates sensitivity to the rights and opinions of others, even in disagreement:</p> <ul style="list-style-type: none"> • Ensured all perspectives were valued and addressed during discussions on key operational and strategic decisions. • Acknowledged the 1% of dissenting voices by focusing on shared goals and reinforcing the Port's mission and unity. • Fostered an environment where constructive dialogue was encouraged, even during challenging conversations. 	<p style="text-align: center;">A</p>

<p>4f. Presents a positive image of the Port to external publics:</p> <ul style="list-style-type: none"> • Advocated for the Port’s critical role in economic growth and national security through media engagements and community outreach. • Highlighted the Port’s achievements and strategic goals during public events and in the development of the 2024 Look Ahead and the draft Look Ahead 2025. • Reinforced the Port’s commitment to transparency and excellence through monthly informative newsletters produced in-house and consistent communication with stakeholders and the public. <p>4g. Respects cultural differences and embraces activities which support a diverse community:</p> <ul style="list-style-type: none"> • Promoted a workplace culture that values diversity and inclusivity through employee recognition programs and team-building activities. • Supported participation in Chamorro cultural events and the celebration of Philippine Independence, fostering appreciation for the community’s rich cultural heritage. • Encouraged cross-divisional collaboration to ensure all voices and perspectives are considered in decision-making processes. 	
<p>5. Commitment to Diversity</p> <p>5a. Respects cultural differences and embraces activities which support a diverse community:</p> <ul style="list-style-type: none"> • Promoted a workplace culture that values diversity and inclusivity by supporting Chamorro cultural events and the celebration of Philippine Independence. • Encouraged participation in community outreach programs to strengthen connections with Guam’s diverse population. • Fostered an environment where different perspectives are recognized and appreciated in decision-making processes. <p>5b. Utilizes recruitment strategies designed to attract diverse applicant pools:</p> <ul style="list-style-type: none"> • Promoted inclusive recruitment practices to ensure a broad and diverse applicant pool for all vacancies. • Worked with Human Resources to refine job postings and outreach efforts to attract candidates from diverse backgrounds. • Encouraged participation in career fairs and community events to enhance the visibility of opportunities at the Port. <p>5c. Actively engages in diversity initiatives, such as mentoring, training, and employee networks:</p> <ul style="list-style-type: none"> • Supported mentorship programs to develop leadership skills and promote inclusivity within the organization. • Encouraged employees to participate in professional development and diversity training to enhance awareness and inclusivity. • Promoted a culture of collaboration and respect by facilitating team-building activities that highlight and celebrate diversity. <p>5d. Displays a commitment to diversity:</p> <ul style="list-style-type: none"> • Integrated diversity and inclusion principles into strategic initiatives, ensuring they are reflected in the 2024 Look Ahead and the draft Look Ahead 2025. • Promoted a workplace environment where different cultural perspectives are respected and valued. 	<p>A</p>

<ul style="list-style-type: none"> Supported community events that celebrate and honor Guam's diverse heritage, reinforcing the Port's role as a key contributor to social development. 	
<p>6. Resource Management</p> <p>6a. Recruits, selects, and retains capable, productive employees:</p> <ul style="list-style-type: none"> Implemented succession planning and the General Manager's Desk Audit Policy to identify and develop future leaders. Supported the implementation of the General Manager's Out-of-Position Pay Policy to enhance workforce skills and adaptability. Promoted a culture of professional growth and employee recognition to retain top talent and maintain a motivated workforce. <p>6b. Effectively deploys staff, equipment, and technology to accomplish work:</p> <ul style="list-style-type: none"> Coordinated with Operations and CIP/Engineering to ensure timely deployment of equipment and infrastructure upgrades to support operational needs. Implemented the General Manager's Out-of-Position Pay Policy to address immediate staffing needs and enhance workforce flexibility. Leveraged technology upgrades like the Terminal Operating System (TOS) and real-time financial monitoring to improve efficiency and resource allocation. <p>6c. Shows good stewardship of financial resources:</p> <ul style="list-style-type: none"> Maintained clean audit opinions and consistent bond ratings, reflecting strong financial management. Utilized real-time financial monitoring to ensure fiscal discipline and prevent overspending. Initiated bond financing and public-private partnerships to fund critical infrastructure projects responsibly. <p>6d. Demonstrates knowledge of budget and use of financial reporting systems:</p> <ul style="list-style-type: none"> Utilized real-time financial monitoring systems to track expenditures and ensure budget adherence. Implemented corrective measures to address budget challenges, enhancing financial reporting accuracy. Provided regular budget updates and financial reports to the Board and stakeholders, ensuring transparency and accountability. <p>6e. Displays creativity/innovation in managing resources:</p> <ul style="list-style-type: none"> Explored public-private partnerships to maximize resources and address critical infrastructure needs efficiently. Implemented cross-training opportunities through the General Manager's Out-of-Position Pay Policy to optimize staffing flexibility. Leveraged technology upgrades like real-time financial monitoring to enhance resource management and operational efficiency. 	<p>A</p>
<p>7. Communication Skills</p> <p>7a. Shares appropriate information with internal and external audiences in a timely and responsible manner:</p> <ul style="list-style-type: none"> Distributed monthly informative newsletters to keep stakeholders informed of the Port's activities and achievements. 	<p>A</p>

<ul style="list-style-type: none"> • Communicated key updates and strategic initiatives, such as the 2024 Look Ahead and the draft Look Ahead 2025, ensuring transparency and alignment with the Port’s mission. • Provided timely updates on financial performance and operational changes to the Board and relevant stakeholders. <p>7b. Manages meetings effectively:</p> <ul style="list-style-type: none"> • Led board meetings, cross-divisional sessions, management meetings and stakeholder engagements with a focus on clear objectives, productive discussions, and actionable outcomes. • Ensured meetings were structured and time-efficient, promoting active participation and collaborative decision-making. • Addressed challenges and strategic priorities transparently, ensuring alignment across all levels of the organization. <p>7c. Possesses effective listening skills:</p> <ul style="list-style-type: none"> • Actively listened to employee feedback through pulse surveys and direct engagement, and open-door policy, ensuring concerns and suggestions were acknowledged and addressed. • Engaged with stakeholders and board members to understand their perspectives, using their input to inform strategic decisions. • Fostered an environment of open dialogue by encouraging staff to share ideas and challenges, promoting a culture of mutual respect and continuous improvement. <p>7d. Articulates clearly and writes effectively:</p> <ul style="list-style-type: none"> • Developed comprehensive strategic documents, including the 2024 Look Ahead and the draft Look Ahead 2025, to communicate the Port’s vision and priorities. • Authored clear and concise board memos, resolutions, policy updates, and stakeholder communications to ensure transparency and understanding of key initiatives. • Crafted monthly newsletters in collaboration with the Marketing Division to inform internal and external audiences about the Port’s achievements and developments. 	
<p>8. Accountability</p> <p>8a. Takes responsibility for fulfilling job duties:</p> <ul style="list-style-type: none"> • Demonstrated accountability by addressing budget authorization challenges and implementing real-time financial monitoring to maintain fiscal discipline. • Took ownership of cross-divisional communication gaps, fostering a culture of collaboration and unity. • Ensured the completion of key initiatives, such as the 2024 Look Ahead and the draft Look Ahead 2025. <p>8b. Meets attendance and punctuality guidelines:</p> <ul style="list-style-type: none"> • Consistently maintained reliable attendance and punctuality for board meetings, stakeholder engagements, and staff sessions. • Ensured timely participation in cross-divisional meetings and critical discussions to support the Port’s operations and strategic goals. • Demonstrated commitment by being present and engaged during key events, decision-making processes, and crisis management efforts. 	<p>A</p>

<p>8c. Demonstrates accuracy and thoroughness:</p> <ul style="list-style-type: none"> • Ensured financial reports, strategic plans, and board documents were prepared with precision and attention to detail. • Conducted thorough reviews of budget processes and lease compliance issues to identify and correct discrepancies. • Delivered comprehensive analyses, such as the Commercial Division Framework Analysis, to address overlaps, compliance gaps, and operational inefficiencies. <p>8d. Completes work on time:</p> <ul style="list-style-type: none"> • Ensured timely completion of key deliverables, such as the 2024 Look Ahead, Citizen Centric Report (CCR), annual budget submission, the draft Look Ahead 2025, and the Commercial Division Framework Analysis. • Addressed budget authorization challenges promptly by implementing real-time financial monitoring and corrective measures. • Met deadlines for board reports, policy updates, and stakeholder communications to maintain transparency and accountability. <p>8e. Follows instructions and directions:</p> <ul style="list-style-type: none"> • Implemented board-approved initiatives such as the succession plan and General Manager’s Desk Audit Policy, aligning with strategic directives. • Adhered to budgetary guidelines and financial policies, ensuring compliance with board-level and legislative mandates. • Followed through on cross-divisional collaboration efforts to address operational challenges and improve efficiency. 	
<p>9. Responsiveness/Customer Service</p> <p>9a. Consistently demonstrates respect, responsiveness, and professionalism:</p> <ul style="list-style-type: none"> • Responded promptly to tenant concerns and stakeholder inquiries, ensuring issues were addressed professionally and efficiently. • Fostered a culture of respect and professionalism across divisions through clear communication and collaborative problem-solving. • Engaged with the board and external partners with a commitment to transparency, accountability, and respectful dialogue. <p>9b. Provides each customer with the same high-quality services:</p> <ul style="list-style-type: none"> • Ensured consistent service quality for tenants, carriers, and stakeholders by implementing standardized procedures. • Addressed lease compliance issues uniformly, maintaining fairness and transparency in all interactions. • Promoted equal attention to the needs of all Port users, reinforcing the Port’s commitment to professionalism and customer satisfaction. <p>9c. Fosters and models a commitment to customer service:</p> <ul style="list-style-type: none"> • Led by example by prioritizing tenant needs, addressing concerns, and ensuring timely resolutions. • Encouraged staff to adopt a customer-first approach through training, feedback, and recognition of excellent service. • Promoted initiatives like the Commercial Division Framework Analysis to streamline processes and improve tenant and stakeholder experiences. <p>9d. Builds customer confidence and increases customer satisfaction:</p> <ul style="list-style-type: none"> • Improved transparency and trust through regular updates in the monthly newsletters and stakeholder communications. 	<p>A</p>

<ul style="list-style-type: none"> • Addressed noncompliant leases and underbilling issues promptly to demonstrate accountability and reinforce customer confidence. • Ensured timely responses to tenant inquiries and concerns, fostering stronger relationships and enhancing satisfaction. <p>9e. Makes customers and their needs a primary focus:</p> <ul style="list-style-type: none"> • Prioritized addressing tenant concerns and compliance issues to ensure fair and responsive service. • Implemented initiatives like the Commercial Division Framework Analysis to better align services with tenant and stakeholder needs. • Fostered a culture where customer feedback was actively solicited and used to improve operations and service delivery. <p>9f. Developing and sustaining productive customer relationships:</p> <ul style="list-style-type: none"> • Strengthened relationships with tenants, carriers, and stakeholders through regular communication and proactive engagement. • Fostered trust by addressing compliance issues transparently and ensuring fair treatment across all customer interactions. • Promoted collaborative initiatives with stakeholders to enhance service delivery and operational efficiency. 	
<p>10. Decision Making/Problem Solving</p> <p>10a. Identifies and understands issues, problems, and opportunities:</p> <ul style="list-style-type: none"> • Recognized underbillings and noncompliant leases as critical issues, initiating corrective measures to address them. • Identified cross-divisional communication gaps and took steps to improve collaboration and efficiency. • Acknowledged the need for infrastructure upgrades and pursued strategic initiatives to modernize the Port's facilities. <p>10b. Makes timely and rational decisions based on analysis of relevant information/data:</p> <ul style="list-style-type: none"> • Implemented real-time financial monitoring to address budget authorization challenges promptly and maintain fiscal discipline. • Made informed decisions on bond financing and public-private partnerships to secure funding for critical infrastructure projects. • Addressed noncompliant leases and underbillings with swift corrective actions based on detailed analysis and collaboration with relevant divisions. <p>10c. Accepts responsibility for decisions and takes proper action when necessary:</p> <ul style="list-style-type: none"> • Took ownership of addressing budget authorization challenges by implementing corrective measures and ensuring fiscal accountability. • Accepted responsibility for identifying and resolving underbillings and noncompliant leases to protect the Port's financial interests. • Demonstrated accountability by reconsidering the proposed merger of Operations and Equipment Maintenance based on sound management practices and board-level concurrence. <p>10d. Uses effective approaches for choosing a course of action or developing appropriate actions:</p> <ul style="list-style-type: none"> • Applied a collaborative approach by engaging with relevant divisions to address issues such as underbillings and noncompliant leases. 	<p>A</p>

<ul style="list-style-type: none"> • Utilized data-driven decision-making for financial monitoring, ensuring budgetary actions were based on accurate and timely information. • Developed the Commercial Division Framework Analysis to streamline processes and improve alignment with strategic goals. <p>10e. Takes action that is consistent with available facts, constraints, and probable consequences:</p> <ul style="list-style-type: none"> • Addressed budget authorization challenges with transparency and corrective actions, ensuring decisions aligned with financial policies and strategic goals. • Resolved issues related to underbillings and noncompliant leases by implementing solutions based on thorough analysis and collaboration. • Made decisions regarding infrastructure projects and public-private partnerships that considered long-term benefits, financial constraints, and operational needs. 	
<p>11. Work Environment/Safety</p> <p>11a. Promotes and supports a respectful workplace; complies with laws, policies, and procedures:</p> <ul style="list-style-type: none"> • Fostered a workplace culture centered on respect, collaboration, and accountability by setting clear expectations for professional conduct. • Ensured adherence to board-approved policies and procedures, including the General Manager’s Desk Audit policy and Out-of-Position Pay Policy. • Addressed cross-divisional communication challenges to unify the Port and promote a respectful and cohesive working environment. <p>11b. Models ethical behavior and decision-making and ensures compliance:</p> <ul style="list-style-type: none"> • Demonstrated ethical leadership by addressing budget authorization challenges transparently and implementing real-time financial monitoring to maintain fiscal discipline. • Ensured compliance with lease agreements and financial policies by resolving underbillings and noncompliant leases promptly. • Promoted a culture of integrity and accountability by aligning decisions with the Port’s mission, values, and board-approved policies. 	<p>A</p>

PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES

Instructions: Part II creates the performance deliverable which will be measured. The General Manager and Board of Directors should identify below between 5 and 8 significant deliverables in the form of major initiatives or projects. They may include annual program objectives or project-related work. The intent is that there should be some collaboration between the General Manager and Board of Directors when assigning the deliverables and they should be prioritized, if at all possible, with the most important in block 1, next most important in block 2, etc. If more than 8 deliverables require listing, those in excess of 8 may be listed in the back of the last page. (NOTE: It is typical for some priorities to change over the course of the year, and it also foreseeable that some objectives set at the beginning of the cycle may prove unachievable for reasons outside the General Manager’s control.)

Job Specific Performance Objectives	Rater's Rating
<p>1. Enhance Readiness, Resilience, and Emergency Preparedness</p> <p>Brief Description: Improve the Port's operational readiness and infrastructure resilience to support national security and emergency response. This includes addressing critical deficiencies identified in the Department of Defense (DoD) gap analysis, which highlights areas for improvement in infrastructure, equipment, and fuel supply to ensure the Port can reliably meet strategic defense and emergency requirements.</p> <p>Expected Results: Complete the Port Readiness Plan, collaborate with federal partners, and update emergency protocols to align with identified gaps in infrastructure, equipment, and fuel supply.</p> <p>Actual Results: The Port Authority of Guam (PAG) took decisive steps to enhance readiness and resilience:</p> <ul style="list-style-type: none"> • Port Readiness Plan Completion: Finalized the Port Readiness Plan in collaboration with WSP, addressing infrastructure resilience and operational needs identified in the DoD gap analysis. • Emergency Protocol Updates: Updated emergency protocols to strengthen the Port's response capabilities for natural disasters and national security incidents, ensuring alignment with federal standards and best practices. • Board Resolutions Supporting Readiness Initiatives: Adopted board resolutions to enhance operational readiness and infrastructure resilience: <ul style="list-style-type: none"> ○ Resolution No. 2024-07: Authorized the execution of agreements to improve infrastructure resilience in response to identified gaps. ○ Resolution No. 2024-07: Approved measures to secure federal funding and support critical infrastructure upgrades essential for national security and emergency preparedness. ○ Resolution No. 2024-16: Directed the implementation of infrastructure improvements to align with DoD gap analysis findings, including equipment and fuel supply enhancements. 	<p>A</p>
<p>2. Drive Infrastructure Modernization and Public-Private Partnerships</p> <p>Brief Description: Oversee critical infrastructure projects while leveraging public-private partnerships and federal grants to secure funding and ensure efficient execution. This includes major projects like gantry crane replacement, fuel pier rehabilitation, and Area A upgrades. Additionally, it involves the strategic reprogramming of the RAISE grant award to the Port for wharf upgrades. The General Manager advocated for reallocating the \$22 million grant post-Typhoon Mawar to focus on repairing damages caused by the typhoon, ensuring that funds addressed the most immediate and critical infrastructure needs.</p>	<p>A</p>

<p>Expected Results: Prepare procurement for the replacement of gantry cranes, fuel piers, and Area A rehabilitation, as well as wharf upgrades. Maintain strategic local and federal partnerships for modernization programs and ensure the RAISE grant funds are reallocated effectively to support resilience and recovery efforts post-typhoon.</p> <p>Actual Results: The Port Authority of Guam (PAG) advanced key infrastructure projects and secured strategic partnerships:</p> <ul style="list-style-type: none"> • Gantry Crane Replacement Procurement: Progressed with the procurement process for replacing aging gantry cranes to improve operational capacity and reliability, supported by Resolution No. 2024-16. • Fuel Pier Rehabilitation: Advanced rehabilitation plans for the Golf Pier and F1 Pier to enhance fuel supply resilience, ensuring critical infrastructure supports both commercial and military operations. • Hotel Wharf Rehabilitation: Developed proposals for Hotel Wharf rehabilitation to modernize infrastructure and support increased cargo throughput and operational efficiency. • Public-Private Partnerships (P3): Secured board approval through Resolution No. 2024-13 to explore public-private partnerships for infrastructure modernization, enhancing project efficiency and leveraging external funding. • RAISE Grant Reprogramming: Successfully advocated for the strategic reallocation of the \$22 million RAISE grant to address typhoon-related damages, ensuring funds were directed toward the most pressing infrastructure recovery needs. This reprogramming aligned with the Port's resilience goals and national security priorities, reinforcing the Port's role as Guam's primary gateway for goods and strategic defense operations. 	
<p>3. Maintain Financial Oversight, Resilience, and Strategic Planning</p> <p>Brief Description: Strengthen financial management practices through transparency, monitoring, and strategic planning. This includes enhancing fiscal discipline, maintaining accountability, and leveraging board-approved policies to improve financial resilience.</p> <p>Expected Results: Implement real-time financial monitoring, achieve clean audits, maintain bond ratings, and pursue financing for key projects.</p> <p>Actual Results: The Port Authority of Guam (PAG) achieved significant milestones in financial oversight and strategic planning through board-approved initiatives and diligent fiscal management:</p>	<p>A</p>

<ul style="list-style-type: none"> • Real-Time Financial Monitoring: Implemented real-time financial monitoring systems to enhance fiscal oversight, ensuring timely and accurate financial reporting. • Clean Audit Opinions: Achieved clean audit opinions, demonstrating strong financial accountability and compliance with regulatory standards. • Transparency Awards (Local and National): <ul style="list-style-type: none"> AGA 2024 Distinguished Local Government Leadership Award: Presented to General Manager Rory J. Respicio by the Association of Government Accountants (AGA). This award recognizes excellence in government financial management and leadership in enhancing sound financial practices. Platinum Award for Excellence in Citizen-Centric Reporting: Awarded by the AGA Guam Chapter, this honor highlights the Port’s dedication to accountability and transparency. This marks the third time the Port has been recognized for this achievement. • Consistent Bond Ratings: Maintained consistent bond ratings, reflecting the Port’s financial stability and prudent management practices. • Board Resolutions Supporting Financial Management: <ul style="list-style-type: none"> ○ Resolution No. 2024-05: Approved the establishment of a new checking account to streamline fund management and improve financial operations. ○ Resolution No. 2024-07: Authorized strategic funding for Capital Improvement Projects (CIP) to ensure long-term financial stability and support critical infrastructure needs. ○ Resolution No. 2024-13: Endorsed pursuing public-private partnerships to modernize infrastructure efficiently, leveraging external investments to strengthen the Port’s financial position. 	
<p>4. Resolve Insurance Dilemma for Required Coverage</p> <p>Brief Description: Address ongoing insurance challenges to ensure comprehensive coverage for the Port’s critical infrastructure, operations, and assets. This includes tackling rising costs, outdated valuations, and risks from recent natural disasters, guided by key board resolutions and strategic decisions. Notably, the Port had not conducted a property appraisal in the past 20 years, making the requirement for updated appraisals every three years essential to maintaining accurate coverage and asset protection.</p> <p>Expected Results: Secure appropriate insurance coverage to mitigate operational risks, protect Port assets, and maintain compliance with legal and operational requirements. Ensure coverage reflects updated property values and aligns with the Port’s strategic needs and board policies.</p> <p>Actual Results: In FY 2024, the Port successfully navigated significant insurance challenges, driven by rising costs and outdated valuations:</p>	<p>A</p>

<ul style="list-style-type: none"> • Increased Premiums: Faced a 45% increase in insurance premiums, rising to \$4.49 million due to outdated appraisals, damage from Typhoon Mawar, and global cost escalations. • Updated Property Valuations: Conducted a professional appraisal by Milo Appraisal Company, which revealed a 57% increase in property values to \$435.7 million. • Full Replacement Value Coverage: The Board, led by Director Fe Ovalles, approved full replacement value coverage with a \$5.15 million premium and a \$7.6 million deductible, ensuring comprehensive protection for the Port's assets. • Board Resolution No. 2024-09: Mandated property appraisals every three years to maintain accurate valuations and ensure ongoing alignment with insurance coverage needs. • Strategic Insurance Measures: Implemented board-approved measures to address the complexities of securing coverage amidst rising costs, safeguarding Guam's primary gateway for goods and reinforcing the Port's resilience in supporting national security. 	
<p>5. Develop Workforce Skills, Morale, and Engagement</p> <p>Brief Description: Seek the Board's support and approval to invest in employee development, adaptability, morale, and work-life balance through training, policies, and recognition programs. This includes initiatives that support succession planning, cross-training, employee recognition, and sports involvement to foster a motivated and cohesive workforce.</p> <p>Expected Results: Implement succession planning as presented to and approved by the Board, along with cross-training and recognition initiatives like the Challenge Coin program. Prioritize work-life balance programs to enhance morale, employee satisfaction, and participation in sports and wellness activities.</p> <p>Actual Results:</p> <ul style="list-style-type: none"> • Board-Approved Succession Planning: The Board approved the implementation of a comprehensive succession plan under Resolution No. 2024-02, titled "<i>Look Ahead Plan.</i>" This plan focuses on developing future leaders, ensuring resilience, and maintaining operational efficiency by empowering employees through structured succession planning. Chairperson Dot Harris' leadership, most notably in her previous role as the Port's Chief Strategic Planner, was pivotal in shaping and supporting this initiative. • Cross-Training Initiatives: Rolled out cross-training programs across divisions to enhance workforce adaptability, address staffing needs, and ensure seamless continuity of operations. 	<p>A</p>

- **Challenge Coin Recognition Program:**
Introduced the Challenge Coin initiative to recognize and reward employees who demonstrate exceptional performance, dedication, and commitment to the Port's mission, fostering a culture of recognition and motivation.
- **Port Week 2024 Celebration:**
Celebrated milestones and employee contributions during Port Week 2024 under the theme: "Port Strong: Nearly Half a Century of Grit, Resilience, and Service Fueling Local and Regional Economies, Partnerships, and National Security." This event underscored the collective dedication of the workforce, with Chairperson Dot Harris, Vice Chair Conchita Taitano, Board Secretary Fe Ovalles, Governor Lou Leon Guerrero, and Lt. Governor Josh Tenorio providing steadfast support and recognition.
- **Work-Life Balance and Wellness Programs:**
Promoted work-life balance through flexible scheduling, wellness programs, and team-building activities. Each division participated in leading GovGuam wellness programs to support physical and mental well-being.
- **Support for Sports and Wellness Activities:**
Encouraged employee involvement in sports leagues and wellness events, strengthening team cohesion and promoting a healthy lifestyle.
- **Recognition of PAGGMA's Contributions:**
Acknowledged the Port Authority of Guam Goodwill and Morale Association (PAGGMA) for their unwavering support in enhancing employee morale and workplace engagement. PAGGMA played key roles in organizing events and wellness programs that foster a sense of unity and dedication among employees.
- **Organizational Morale Survey (May 2024):**
Conducted an Organizational Morale Survey with an 89% participation rate, yielding key insights:
 - **Overall Satisfaction:** 9.0 out of 10.
 - **Supportive Work Environment:** 83% felt their work environment supported professional goals.
 - **Effective Communication:** 83% rated divisional communication as excellent.
 - **Recognition:** 82% felt adequately recognized and appreciated.
 - **Resources:** 91% reported having necessary tools and resources.
 - **Work-Life Balance:** 76% were satisfied with work-life balance initiatives.
 - **Feedback and Growth Opportunities:** 76% were content with available feedback and growth opportunities.
Additionally, 94% of employees affirmed the Board's exceptional performance rating of the General Manager.
 - Chairperson Dot Harris' leadership, most notably in her previous role as the Port's Chief Strategic Planner, and unwavering commitment, together with Vice Chair Conchita Taitano, Board Secretary Fe Ovalles, Governor Lou Leon Guerrero, and Lt. Governor Josh Tenorio, have been instrumental in fostering a motivated and resilient team. Their support for strategic workforce initiatives has ensured that the Port remains a cohesive and high-performing organization.

<p>6. Ensure Lease Compliance, Revenue Integrity, and Customer Service</p> <p>Brief Description: Strengthen lease compliance, revenue collection, and tenant satisfaction through effective processes and collaborative efforts.</p> <p>Expected Results: Address systemic issues of noncompliant leases, resolve underbillings, and improve tenant services by enhancing processes, implementing robust monitoring systems, and fostering collaboration across divisions.</p> <p>Actual Results: Resolved long-standing lease compliance issues and addressed significant underbillings through the development of the Commercial Division Framework Analysis. Improved monitoring, compliance, and tenant relations by fostering collaboration with all relevant divisions. These efforts promoted fairness, accountability, and efficiency in managing lease agreements and revenue collection.</p>	<p>A</p>
<p>7. Promote Sustainability and Environmental Compliance</p> <p>Brief Description: Advance environmental stewardship and ensure adherence to sustainability goals and regulations, guided by key board resolutions and strategic leadership.</p> <p>Expected Results: Implement Zero-Emission and Zero-Waste Goals, secure environmental grants, and ensure compliance with updated environmental standards through collaborative efforts with all divisions.</p> <p>Actual Results: Promoted sustainability initiatives, secured a \$2.4 million EPA grant, and updated environmental requirements in collaboration with WSP, Safety Division, and relevant stakeholders. The following key board resolutions passed in 2024 supported these efforts:</p> <ol style="list-style-type: none"> 1. Resolution No. 2024-18 – Approved the implementation of the Zero-Emission and Zero-Waste Goals to enhance the Port’s sustainability initiatives, and Stormwater Pollution Prevention Plan updates and the Environmental Management System (EMS) to ensure compliance with federal and local environmental regulations. 2. Resolution No. 2024-18 – Supported securing the \$2.4 million EPA grant under the Clean Ports Program for zero-emission cargo handling equipment. 3. Resolution No. 2024-18 – Approved ongoing collaboration with WSP and other partners to address environmental compliance and infrastructure resilience. 4. Vice Chairperson Conchita Taitano’s leadership played a pivotal role in driving these initiatives, advocating for proactive environmental measures and ensuring alignment with regulatory requirements and strategic goals. These efforts demonstrate the Port’s commitment to environmental compliance, sustainability, and operational excellence. 	<p>A</p>



<p>8. Modernize Digital Infrastructure and Strengthen Cybersecurity</p> <p>Brief Description: Upgrade digital systems and strengthen cybersecurity protocols to support the Port's operational efficiency and security.</p> <p>Expected Results: Enhance the Terminal Operating System (TOS), improve IT infrastructure, and bolster cybersecurity defenses in collaboration with federal partners.</p> <p>Actual Results: The Port made significant strides in modernizing its digital infrastructure and strengthening cybersecurity:</p> <ul style="list-style-type: none"> • Terminal Operating System (TOS) Enhancement: Progressed in the procurement and implementation of an advanced TOS to streamline operations and improve cargo handling efficiency. • IT Infrastructure Upgrades: Although progress was made, full upgrades to hardware and software systems were delayed due to procurement challenges. Efforts included the procurement of desktop computer systems with accessories, as detailed in Resolution No. 2024-02. • Cybersecurity Enhancements: Collaborated with federal partners, including the U.S. Coast Guard, National Guard, and FBI, to strengthen cybersecurity protocols, ensuring the protection of critical data and systems against cyber threats. 	<p>A</p>
<p>9. Enhance Safety and Environmental Compliance</p> <p>Brief Description: Ensure adherence to safety standards and environmental regulations to protect operations, staff, and the community. This includes implementing sustainability goals, securing compliance with U.S. Coast Guard regulations, updating environmental codes, and advancing environmental stewardship initiatives.</p> <p>Expected Results: Update safety protocols, address environmental compliance, secure the Certificate of Adequacy (COA) from the U.S. Coast Guard, and pursue grants to support sustainability goals.</p> <p>Actual Results:</p> <ul style="list-style-type: none"> • Zero-Emission and Zero-Waste Goals: The Board unanimously adopted Resolution No. 2024-18 on November 27, 2024, formalizing the Zero-Emission and Zero-Waste (ZEW) Resiliency and Sustainability Goals. Developed by Jacobs and WSP USA Inc., these goals are part of the 2023 Master Plan, reinforcing PAG's commitment to environmental sustainability and operational resilience. • EPA Clean Ports Program Grant: Secured \$2.41 million from the U.S. Environmental Protection Agency's Clean Ports Program. This grant supports the Net Zero Emissions Strategy Update and Implementation Plan, focusing on reducing emissions, enhancing climate resilience, and improving air quality for the community. 	<p>A</p>

<ul style="list-style-type: none"> • Environmental Code Updates: In collaboration with WSP, the Port updated its environmental compliance codes to align with current federal and international standards. These updates ensure the Port remains compliant with evolving regulations and best practices for maritime environmental management. • Certificate of Adequacy (COA) Compliance: Successfully passed the U.S. Coast Guard's annual inspection in April 2024 with no discrepancies. The inspection confirmed the Port's adherence to safety and security standards, with minor recommendations for improved signage. PAG maintained compliance with the COA program, ensuring the Port has adequate facilities for ship-generated waste in line with international maritime standards. 	
<p>10. Strengthen Stakeholder and Community Relations</p> <p>Brief Description: Build transparency, trust, and engagement through outreach and communication, highlighting the Port's integral role in the community.</p> <p>Expected Results: Increase engagement through monthly newsletters, participation in cultural events, and community activities.</p> <p>Actual Results: In 2024, the Port Authority of Guam (PAG) actively engaged with stakeholders and the community through various initiatives:</p> <ul style="list-style-type: none"> • Monthly Newsletters: PAG consistently published monthly newsletters, providing updates on operations, events, and community involvement. These newsletters are distributed via email, social media and are accessible on the Port's official website. • Participation in Cultural Events: PAG participated in cultural celebrations, including Chamorro Month, Philippine Independence Day, and Liberation Day, reflecting Guam's rich cultural heritage. • Community Support Activities: The Port supported and participated in community events such as Relay for Life, the Christmas Light Festival, and various clean-up activities, demonstrating its commitment to community well-being. • Port Week Celebration: PAG celebrated Port Week, highlighting achievements and strengthening community ties. The event included activities that showcased the Port's contributions to Guam's economy and culture. 	<p>A</p>
<p>11. Facilitate Cross-Divisional Collaboration</p> <p>Brief Description: Strengthen communication and unified efforts across all divisions to enhance efficiency and alignment with board policies and the Governor and Lt. Governor's strategic framework.</p> <p>Expected Results: Streamline workflows, improve collaboration through strategic projects, and ensure alignment with the 2024 Look Ahead plan.</p>	<p>A</p>

<p>Actual Results: The Port Authority of Guam (PAG) implemented several initiatives to foster cross-divisional collaboration:</p> <ul style="list-style-type: none"> • Organizational Realignment: Authorized by Resolution No. 2023-15, the General Manager proceeded with realigning PAG’s organizational structure, amending job specifications, and retiring obsolete positions to streamline roles and responsibilities, thereby optimizing organizational effectiveness. • Development of the Commercial Division Framework Analysis: This analysis identified overlaps and streamlined duties within the Commercial Division, promoting efficiency and clearer role delineation. • Implementation of the 2024 Look Ahead Plan: Adopted through Resolution No. 2024-02, this plan serves as a guiding roadmap, aligning with the Governor and Lt. Governor’s strategic framework and emphasizing a One Guam approach to the military buildup. 	
<p>12. Enhance Port Security and Support for Customs Operations</p> <p>Brief Description: Strengthen the Port’s security framework by enhancing collaboration and support for Customs operations, implementing critical security upgrades, and bolstering the Port Police force. These measures ensure the effective interception of contraband and illicit activities while maintaining compliance with federal security mandates and protecting the Port’s role as a secure gateway for commerce and national security.</p> <p>Expected Results: Facilitate seamless operations for Customs and law enforcement agencies, enhance inspection capabilities, and maintain robust security infrastructure. Reinforce the Port’s role in national security by ensuring transparency, compliance, and readiness to address potential threats.</p> <p>Actual Results: The Port Authority of Guam (PAG) took proactive steps to support Customs and enhance overall security operations:</p> <ul style="list-style-type: none"> • Port Security Grant Implementation: Successfully secured \$564,218 from the U.S. Department of Homeland Security’s Port Security Grant Program in 2024. This funding supports critical upgrades to port security systems, including advanced surveillance technology and infrastructure enhancements, ensuring compliance with national security standards and protecting the Port’s operational integrity. • Strengthened Port Policing and Oversight: Increased Port Police presence by hiring 13 additional personnel, reinforcing patrol capabilities and security oversight. Enhanced security protocols ensure strict compliance with the Port Security Plan, maintaining vigilance against potential threats and illicit activities. • Advanced Security Technology: Implemented upgrades to surveillance systems, including advanced CCTV and automated access controls, to improve monitoring and incident response capabilities. These technologies bolster threat detection and support comprehensive security coverage of Port operations. 	<p>A</p>

<ul style="list-style-type: none"> • Customs Inspection Support: Provided dedicated resources, secure inspection areas, and necessary infrastructure to assist Customs in conducting thorough inspections. Maintained transparency and open communication to facilitate Customs operations and uphold federal security requirements. • ZBV Backscatter Scanner and K9 Support: Committed to continued cooperation for the use of the ZBV backscatter scanner and K9 drug detection dogs, enhancing the identification and interception of contraband. These tools reinforce the Port's proactive approach to security and interdiction efforts. • Federal Advocacy: • Advocated for federal support for security-related infrastructure projects through participation in forums such as the AAPA 2024 Annual Convention. Highlighted the importance of maintaining robust security measures to ensure regional stability and operational readiness. 	
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The General Manager and the Board of Directors have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

Employee' Signature: 	Date: 12/12/24
Board Chairperson Signature: 	Date: 12/12/24

PART III: SUMMARY OF OVERALL PERFORMANCE:

The space below is provided for a narrative summary of the General Manager's performance over the immediate cycle to be completed by the Board of Directors (Rater).

<p>Port Authority of Guam General Manager Evaluation Report Fiscal Year 2024</p> <p>Introduction</p> <p>The Fiscal Year 2024 demonstrated the General Manager's exceptional leadership, strategic vision, and resilience in guiding the Port Authority of Guam (PAG) through a period marked by significant progress, challenges, and transformation. The General Manager's performance across critical areas — including infrastructure modernization, financial stewardship, workforce development, and community engagement — reflected a steadfast commitment to PAG's mission, operational efficiency, and national security readiness.</p>
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Infrastructure Modernization and Readiness:

The General Manager advanced key infrastructure projects essential to PAG's long-term resilience and operational capability. This included the procurement of gantry cranes, fuel pier rehabilitation, and Hotel Wharf upgrades. Strategic decisions, such as the reprogramming of the \$22 million RAISE grant to address Typhoon Mawar damages, underscored the General Manager's adaptability and focus on aligning resources with immediate needs. The completion of the Port Readiness Plan and updates to emergency protocols further enhanced PAG's preparedness for national security and emergency response requirements. These efforts ensure the Port remains a reliable gateway for commerce and defense, reinforcing Guam's critical role in regional security.

Financial Oversight and Risk Management:

The General Manager implemented real-time financial monitoring to strengthen fiscal discipline, resulting in clean audit opinions and consistent bond ratings. Board Policy No. 2018-01 (as amended) on Working Capital and General Reserve Fund Policy for Financial Stability and Operational Continuity (fund management) and Resolution No. 2024-07 (CIP funding), reinforced PAG's commitment to financial resilience. Additionally, addressing a 20-year gap in property valuations through Resolution No. 2024-09 ensured comprehensive insurance coverage and protection of Port assets against future risks. These actions reflect a proactive approach to risk management and financial sustainability, ensuring the Port is equipped to handle economic and operational uncertainties.

Workforce Development and Morale:

A focus on employee growth and engagement was evident through the Board-approved succession plan (Resolution No. 2024-02), cross-training initiatives, and recognition programs like the Challenge Coin. The General Manager championed wellness, sports activities, and the contributions of PAGGMA, fostering a motivated and cohesive workforce. Port Week 2024, themed "*Port Strong: Nearly Half a Century of Grit, Resilience, and Service*," highlighted employee dedication and reinforced a culture of unity. The positive results from the Organizational Morale Survey (89% participation rate) further justify outstanding performance by demonstrating high levels of employee satisfaction, engagement, and trust in leadership.

Sustainability and Environmental Compliance:

The General Manager led significant progress in sustainability efforts, including the adoption of Zero-Emission and Zero-Waste Goals (Resolution No. 2024-18) and securing a \$2.4 million EPA grant for clean ports initiatives. Collaboration with WSP and compliance with U.S. Coast Guard standards ensured PAG's commitment to environmental stewardship and operational excellence. These achievements align the Port with international best practices, enhancing its reputation and resilience in the face of environmental challenges.

Community Engagement and Collaboration:

Through consistent communication, monthly newsletters, participation in cultural events, and support for community programs, the General Manager strengthened PAG's relationship with stakeholders and the public. Cross-divisional collaboration efforts, such as the Commercial Division Framework Analysis and organizational realignment (Resolution No. 2023-15), streamlined workflows and aligned operations with the Governor and Lt. Governor's One Guam strategic framework. This dedication to transparency, inclusivity, and community service underscores the Port's role as a pillar of Guam's economy and society.

Conclusion and Justification for Exceptional Performance

The General Manager's performance in FY 2024 was marked by strategic foresight, resilience, and a commitment to excellence. Despite significant challenges, the General Manager achieved critical milestones

in infrastructure, financial management, workforce development, and sustainability. The tangible results — from securing funding for essential projects to improving employee morale and maintaining financial stability — highlight a leader who consistently goes above and beyond to advance the Port's mission.

The General Manager's ability to navigate complex challenges, advocate for the Port's strategic interests, and foster a unified and motivated workforce justifies an **exceptional performance rating**. These accomplishments have laid a strong foundation for continued success, operational excellence, and strategic growth, ensuring the Port remains a cornerstone of Guam's economy, community, and national security infrastructure.

PART IV: OVERALL PERFORMANCE EVALUATION RATING: (Please checkmark ✓)

- A** Exceptional Performance
- Superior Performance
- Average Performance
- Acceptable Performance
- Needs Improvement

PART V: PERFORMANCE DEVELOPMENT PLAN:

In the blocks below, the Board of Directors should make specific recommendations designed to identify strategies to enhance the General Manager's current competencies (first block) or correct performance issues (second block).

Professional Growth Strategies:

1. **Strengthen Federal and Regional Partnerships:**
Continue collaboration with federal agencies such as the U.S. Department of Defense, U.S. Coast Guard, and Environmental Protection Agency, as well as regional partners, to advance infrastructure projects, including gantry crane replacements, fuel pier rehabilitations, and facilities upgrades. Focus on securing grants, funding opportunities, and technical support to meet strategic objectives.
2. **Advance Infrastructure Modernization Initiatives:**
Prioritize the successful procurement and execution of critical infrastructure projects, such as gantry crane replacements, fuel pier rehabilitation, and modernization of Port facilities. Engage with public-private partnerships (P3s) and federal funding programs to ensure these projects are completed efficiently and support national security readiness.
3. **Enhance Industry Engagement:**
Increase participation in port industry associations, such as the American Association of Port Authorities (AAPA) and Association of Pacific Ports (APP). Attend and present at conferences, workshops, and forums to advocate for the Port's infrastructure needs and stay informed on best practices in crane operations, fuel infrastructure, cybersecurity, and sustainability.

4. Expand Leadership Development Initiatives:

Develop mentorship programs to cultivate future leaders within the Port Authority of Guam. Provide leadership training, workshops, and cross-training opportunities to prepare employees for managing infrastructure projects and strategic growth initiatives.

5. Advance Digital Transformation and Innovation:

Pursue specialized training in port automation, digital transformation, and cybersecurity to support infrastructure upgrades, such as the new Terminal Operating System (TOS). Strengthen capabilities to integrate advanced technologies that enhance crane operations, fuel pier management, and facility efficiency.

Remedial Strategies:

Risk Management and Resilience Planning

Gap Identified:

While enhancing preparedness for natural disasters, security threats, and operational disruptions remains a priority, the Port Authority of Guam (PAG) has made significant strides in this area. Continued focus on refining these efforts ensures the Port remains resilient and ready for any contingency.

Current Progress:

The Port is proactive and well-prepared, having already implemented robust strategies, including the Port's Disaster Preparedness Plan and the Typhoon Annex, to address infrastructure resilience and emergency response. These measures were successfully tested during Typhoon Mawar and validated through federal compliance exercises with the U.S. Coast Guard.

Action Plan for Continuous Improvement:

1. Maintain Certification Momentum:

- **Objective:** Ensure up-to-date knowledge in risk management and resilience planning.
- **Implementation:** Continue pursuing certifications from organizations like the Association of Pacific Ports (APP), American Association of Port Authorities (AAPA), and International Association of Emergency Managers (IAEM).
- **Outcome:** Maintain best-in-class practices and integrate the latest standards into the Port's risk management framework.

2. Ongoing Scenario-Based Training:

- **Objective:** Ensure preparedness remains sharp through regular drills and simulations.
- **Implementation:** Conduct quarterly scenario-based training exercises for natural disasters, cybersecurity threats, and operational disruptions.
- **Outcome:** Maintain readiness and coordination across all divisions and stakeholders, ensuring a swift response when needed.

3. Regular Protocol Updates:

- **Objective:** Keep emergency protocols aligned with evolving risks and best practices.
- **Implementation:** Perform biannual reviews of the Port's Disaster Preparedness Plan and Typhoon Annex, updating them based on recent incidents and feedback.
- **Outcome:** Ensure protocols remain effective, current, and tailored to the Port's operational needs.

4. Strengthen Federal and Regional Partnerships:

- **Objective:** Leverage partnerships to reinforce resilience.
- **Implementation:** Maintain regular collaboration with the U.S. Coast Guard, FEMA, National Guard, and Department of Defense.
- **Outcome:** Enhance resource-sharing, joint training, and strategic coordination for comprehensive preparedness.

Metrics for Success:

- **Certification Maintenance:** Maintain at least one active certification in risk management or resilience planning.
- **Training Drills:** Conduct four scenario-based exercises annually.
- **Protocol Review:** Complete two protocol reviews and updates each year.

Partnership Engagement: Participate in at least two joint exercises with federal partners annually.

Sustainability Implementation and Environmental Compliance

Gap Identified:

The Clean Ports Program funded by the \$2.4 million EPA grant is in its early stages, and while strategic goals have been set, execution of Zero-Emission and Zero-Waste initiatives is still developing.

Opportunity for Improvement:

Utilize the structure of the proposed teaming agreement with Jacobs and WSP to establish a strong foundation for implementing sustainability goals effectively and transparently. Additionally, pursue other funding sources to support sustainability and resilience initiatives, such as grants from the EPA, FHWA, and NOAA.

Action Plan:

1. **Finalize Teaming Agreement:**

- **Objective:** Complete the teaming agreement with Jacobs (technical lead) and WSP (administrative support).
- **Implementation:** Ensure all parties agree on roles, responsibilities, and timelines for deliverables such as emissions inventories and sustainability strategy development.
- **Outcome:** Clear collaboration framework to guide initial phases of the Clean Ports Program.

2. **Develop Initial Roadmap:**

- **Objective:** Create a phased implementation plan for key sustainability initiatives.
- **Implementation:** Outline short-term milestones (e.g., baseline emissions inventory) and long-term goals (e.g., Net Zero Emissions Strategy).
- **Outcome:** Defined path forward to track progress without overcommitting.

3. **Engage Stakeholders Early:**

- **Objective:** Build understanding and support for sustainability efforts.
- **Implementation:** Hold introductory workshops with staff, tenants, and community partners to explain project goals and gather feedback.
- **Outcome:** Increased awareness and initial buy-in from key stakeholders.

4. **Focus on Transparency:**

- **Objective:** Maintain clear communication on project status.
- **Implementation:** Provide periodic progress updates to the Board and staff, highlighting early achievements and challenges.
- **Outcome:** Manage expectations and demonstrate accountability as projects advance.

Metrics for Success:

- **Teaming Agreement Execution:** Finalize and execute the agreement with Jacobs and WSP within the next quarter.
- **Roadmap Development:** Establish a clear roadmap with initial milestones by mid-year.
- **Stakeholder Engagement:** Conduct at least two introductory workshops with stakeholders in the first six months.
- **Progress Updates:** Deliver quarterly reports to keep stakeholders informed on early progress.

Maintaining Port's Revenue Integrity Across the Board

Gap Identified:

Discrepancies in revenue collection due to misinterpretations of Tariff charges have underscored the need for improved cross-divisional collaboration and regular internal reviews. These challenges, particularly within the Operations and Commercial divisions, have resulted in underbillings and noncompliant leases, impacting the Port's financial integrity. The General Manager's discovery of systemic underbillings, affirmed by WSP, highlighted the critical importance of accurate and consistent Tariff application and the need for stronger oversight processes.

Opportunity for Improvement:

Addressing these gaps will enhance revenue accuracy, reinforce financial accountability, and improve collaboration between Finance, Operations, and Commercial divisions.

Action Plan:

1. Clarify Tariff Interpretations:

- **Objective:** Ensure uniform understanding and application of Tariff charges across all relevant divisions.
- **Implementation:** Develop and distribute a standardized Tariff interpretation guide. Conduct regular workshops to clarify guidelines and address any uncertainties.
- **Outcome:** Reduce misinterpretations and ensure accurate billing.

2. Regular Internal Reviews and Audits:

- **Objective:** Proactively identify and address revenue collection discrepancies.
- **Implementation:** Establish a quarterly review process to audit revenue collection practices and identify potential issues. Assign a team to oversee the consistency of Tariff application.
- **Outcome:** Early detection and resolution of underbillings, maintaining financial integrity.

3. Enhanced Cross-Divisional Collaboration:

- **Objective:** Foster cooperation between Finance, Operations, and Commercial divisions to ensure accurate billing and revenue collection.
- **Implementation:** Implement regular cross-divisional meetings to discuss revenue collection challenges and share updates. Designate liaisons to facilitate communication between divisions.
- **Outcome:** Improved alignment and accountability, ensuring consistent application of Tariff charges.

4. Ongoing Training and Support:

- **Objective:** Equip staff with the knowledge needed to apply Tariff charges accurately.
- **Implementation:** Provide ongoing training sessions for relevant staff on Tariff guidelines and updates. Offer a support system for addressing Tariff-related queries in real-time.
- **Outcome:** Increased staff confidence and accuracy in applying Tariff charges.

Metrics for Success:

- **Internal Audit Outcomes:** Achieve consistent compliance with Tariff guidelines in quarterly audits.
- **Collaboration Effectiveness:** Improved communication and resolution of billing issues during cross-divisional meetings.

Training Completion: Ensure 100% participation in Tariff interpretation training sessions.

Property Valuation and Annual Insurance Coverage Compliance

Gap Identified: The lack of regular property appraisals and outdated valuations — specifically, the Port not conducting appraisals for twenty years until current management rectified this — has historically impacted the Port’s ability to secure 100% insurance coverage based on true property valuations. This gap was addressed through proactive measures by the Board and the General Manager, including the requirement for property appraisals every three years as provided in Resolution No. 2024-09. Maintaining consistent compliance with these policies remains critical to ensure continued protection of Port assets.

Opportunity for Improvement: Regular property appraisals and strict compliance with insurance requirements will safeguard the Port’s infrastructure, reduce risk exposure, and ensure alignment with board-approved policies and industry best practices.

Action Plan

1. Regular Property Appraisals:

- **Objective:** Ensure property values accurately reflect replacement costs.
- **Implementation:** Conduct property appraisals every three years, starting in Fiscal Year 2025, as mandated by Resolution No. 2024-09. Establish a clear appraisal schedule and designate a team to oversee the process.
- **Outcome:** Accurate valuations to ensure comprehensive insurance coverage for all Port assets.

2. Streamlined Compliance Oversight:

- **Objective:** Maintain strict adherence to insurance policies and board resolutions.
- **Implementation:** Develop a compliance checklist and timeline for insurance renewals and appraisals. Assign specific oversight responsibilities to relevant divisions to ensure timely execution.
- **Outcome:** Consistent compliance with insurance mandates, minimizing the risk of lapses in coverage.

3. Collaborate with Insurance Providers and Experts:

- **Objective:** Optimize insurance coverage and control cost escalations.
- **Implementation:** Engage with the Port’s insurance broker and risk management experts to regularly review policies, assess coverage needs, and identify cost-saving opportunities.
- **Outcome:** Comprehensive and cost-effective insurance coverage aligned with the Port’s evolving risk profile.

Metrics for Success

- **Timely Appraisals:** 100% completion of property appraisals every three years, as required by Resolution No. 2024-09.
- **Compliance Audits:** Achieve full compliance in quarterly audits of insurance policies, appraisal schedules, and valuation processes.
- **Coverage Optimization:** Ensure 100% insurance coverage based on accurate property valuations, reducing financial exposure and securing protection for critical infrastructure.

Enhancing Efficiency, Compliance, and Collaboration in the Commercial Division

Gap Identified:

The need for improved lease compliance, streamlined operations, and stronger collaboration between the Commercial Division and other departments. Issues such as duty overlaps, non-compliant leases, and revenue misinterpretations underscore the need for consistent processes and accountability.

Action Plan

1. Strengthen Lease Compliance and Management

Objective: Ensure all leases adhere to board-approved policies and legal requirements.

Implementation:

- Conduct quarterly lease audits to identify instances of non-compliance.
- Implement a standardized lease monitoring system to track deadlines, payments, and compliance milestones.
- Collaborate closely with the Legal Division to promptly address non-compliant leases.
- **Outcome:** Improved lease management, reduced non-compliance, and enhanced revenue integrity.

2. Clarify Roles and Responsibilities

Objective: Eliminate duty overlaps and establish clear accountability within the Commercial Division.

Implementation:

- Review and redefine job descriptions based on the *Commercial Division Framework Analysis*.
- Align duties with individual strengths and divisional priorities.
- Conduct regular performance reviews to ensure role clarity and accountability.
- **Outcome:** Increased efficiency, reduced redundancy, and improved role alignment.

3. Enhance Revenue Integrity and Tariff Compliance

Objective: Ensure accurate billing and revenue collection practices.

Implementation:

- Develop a regular internal review process to verify the correct application of Tariff charges.
- Collaborate with Finance and Operations to resolve any billing misinterpretations.
- Provide targeted training sessions on Tariff regulations and billing protocols.
- **Outcome:** Accurate revenue collection, reduced underbillings, and stronger financial stability.

4. Improve Cross-Divisional Collaboration

Objective: Foster stronger communication and cooperation with Finance, Legal, and Operations Divisions.

Implementation:

- Schedule monthly cross-divisional meetings to address challenges and align on priorities.
- Implement joint training sessions to build mutual understanding of divisional functions.
- Use anonymous surveys to gather feedback on the effectiveness of collaboration efforts.
- **Outcome:** Improved workflows, stronger relationships, and unified efforts toward strategic goals.

5. Enhance Tenant Relations and Customer Service

Objective: Improve tenant satisfaction and resolve issues efficiently.

Implementation:

- Develop a structured tenant communication plan for regular updates and proactive issue resolution.
- Create a feedback system to gather tenant input and address concerns promptly.
- Provide customer service training for Commercial Division staff to ensure professional and responsive interactions.
- **Outcome:** Higher tenant satisfaction, improved relationships, and proactive issue management.

Metrics for Success

- **Lease Compliance Rate:** Achieve 100% compliance with lease terms through quarterly audits.
- **Reduction in Duty Overlaps:** Eliminate identified overlaps and improve operational efficiency by 20%.
- **Tenant Satisfaction:** Improve tenant satisfaction through structured communication and proactive service.

Strengthen Cross-Divisional Collaboration

Gap Identified:

Divisions at the Port have the opportunity to enhance alignment, transparency, and joint problem-solving. Strengthening cohesive communication and collaboration will boost efficiency and support the Port's overarching goals and operational resilience.

Opportunity for Improvement:

Fostering a culture of collaboration will enhance efficiency, reduce redundancies, and ensure all divisions work toward unified goals, aligning with the "One Port" strategic vision outlined in *Look Ahead 2025*.

Action Plan

1. Cross-Divisional Alignment Workshops

- **Objective:** Promote a unified understanding of the Port's strategic goals and divisional contributions.
- **Implementation:**
 - Hold quarterly workshops where each division presents their current projects, challenges, and goals.
 - Facilitate breakout sessions to identify opportunities for collaboration and joint solutions.
- **Outcome:** Improved transparency and shared understanding of divisional roles and priorities.

2. Inter-Divisional Project Teams

- **Objective:** Address cross-functional challenges through collaborative efforts.
- **Implementation:**
 - Assign joint project teams for initiatives like lease compliance, infrastructure modernization, and revenue integrity.
 - Designate team leads from different divisions to encourage ownership and accountability.
- **Outcome:** Enhanced cooperation, reduced silos, and shared accountability for strategic outcomes.

3. Regular Collaboration Meetings

- **Objective:** Ensure ongoing dialogue and issue resolution.
- **Implementation:**
 - Schedule monthly cross-divisional meetings with division heads and key staff to review collaborative efforts and address challenges.
 - Use these meetings to identify and resolve conflicts early, ensuring alignment with strategic goals.
- **Outcome:** Timely issue resolution and consistent alignment on key projects and policies.

4. Clear Roles and Responsibilities Framework

- **Objective:** Eliminate confusion and overlap in duties.
- **Implementation:**
 - Develop and distribute a detailed roles and responsibilities document for each division.
 - Ensure this framework is reviewed and updated annually based on evolving priorities.
- **Outcome:** Reduced misunderstandings and improved efficiency in task execution.

5. Cross-Training and Job Shadowing

- **Objective:** Enhance understanding of other divisions' functions and workflows.
- **Implementation:**
 - Implement a cross-training program where employees rotate through different divisions.
 - Offer job-shadowing opportunities for staff to gain insight into divisional operations.
- **Outcome:** Increased workforce flexibility and improved collaboration.

6. Collaboration Metrics and Recognition

- **Objective:** Incentivize and measure collaborative efforts.
- **Implementation:**
 - Develop performance metrics that evaluate collaboration and teamwork.
 - Recognize and reward divisions or teams that demonstrate exceptional cross-divisional cooperation.
- **Outcome:** Foster a culture where collaboration is valued and rewarded.

Metrics for Success

- **Workshop Participation:** 90% attendance in quarterly alignment workshops.
- **Project Team Outcomes:** Completion of at least three successful cross-divisional projects annually.
- **Conflict Reduction:** 50% decrease in reported inter-divisional conflicts.
- **Efficiency Gains:** Measurable improvements in project completion times due to better coordination.
- **Recognition Feedback:** Positive feedback from at least 80% of staff on the effectiveness of collaboration initiatives.

Workforce Development and Succession Planning

Gap Identified: While succession planning frameworks exist, there is an opportunity to enhance workforce development through targeted training, mentorship, and leadership development initiatives.

Opportunity for Improvement: Strengthening these efforts ensures operational continuity and prepares employees for higher responsibilities.

Action Plan:

1. Leadership Development Programs:

- **Objective:** Equip mid-level managers with leadership skills.
- **Implementation:** Offer workshops and leadership courses tailored to the Port's needs.
- **Outcome:** A pipeline of future leaders ready to assume key roles.

2. Mentorship Initiatives:

- **Objective:** Foster knowledge transfer and professional growth.
- **Implementation:** Pair experienced staff with junior employees for mentorship.
- **Outcome:** Enhanced skill development and operational continuity.

3. Cross-Training Programs:

- **Objective:** Increase flexibility and adaptability within the workforce.
- **Implementation:** Implement rotational assignments across divisions.
- **Outcome:** Employees who can step into multiple roles as needed.

Metrics for Success:

- 100% completion of annual leadership training by eligible employees.
- At least 80% of staff participating in mentorship or cross-training programs.

IT Infrastructure and Cybersecurity Enhancements

Gap Identified:

While progress has been made in upgrading IT systems, ongoing enhancements are necessary to protect against cyber threats and ensure operational efficiency.

Opportunity for Improvement:

Maintaining robust cybersecurity and modern IT infrastructure will protect data integrity and support efficient Port operations.

Action Plan:

1. Cybersecurity Training:

- **Objective:** Ensure staff are equipped to identify and respond to cyber threats.
- **Implementation:** Conduct quarterly cybersecurity awareness training.
- **Outcome:** Increased vigilance and reduced risk of security breaches.

2. System Upgrades:

- **Objective:** Keep IT systems updated with the latest technology.
- **Implementation:** Develop a schedule for regular software and hardware upgrades.
- **Outcome:** Reliable and secure IT infrastructure.

Metrics for Success:

- Zero major cybersecurity incidents annually.
- Completion of all scheduled IT upgrades on time.

Health, Safety, and Environmental Compliance

Gap Identified: Ongoing commitment to workplace safety and environmental compliance is critical, especially given the Port's operational complexity.

Opportunity for Improvement: Strengthening health, safety, and environmental initiatives ensures employee well-being and regulatory adherence.

Action Plan:

1. Safety Drills and Training:

- **Objective:** Ensure employees are prepared for emergencies.
- **Implementation:** Conduct monthly safety drills and annual safety certification programs.
- **Outcome:** A safer workplace with well-prepared staff.

2. Environmental Audits:

- **Objective:** Maintain compliance with environmental regulations.
- **Implementation:** Schedule biannual environmental compliance audits.
- **Outcome:** Identification and mitigation of potential risks.

Metrics for Success:

- 100% compliance in annual safety and environmental audits.
- Reduction in workplace incidents by 20%.

Performance Metrics and Accountability Framework

Gap Identified: While various action plans and strategies are outlined, ensuring consistent follow-up and accountability for implementation remains a challenge.

Opportunity for Improvement: Strengthen performance tracking mechanisms to ensure action plans are executed effectively and divisions remain accountable for their responsibilities.

Action Plan:

- Develop a centralized performance dashboard to track progress on key initiatives.
- Assign specific performance indicators for each division and review them quarterly.
- Ensure follow-ups and corrective actions for any deviations from established goals.

Metrics for Success:

- 90% of strategic initiatives completed on schedule.
- Quarterly reviews demonstrate alignment with goals and timely issue resolution.

Customer Service Excellence

Gap Identified: While tenant relations are addressed in the Commercial Division plan, there is an opportunity to enhance overall customer service for stakeholders and the public.

Opportunity for Improvement: Improving customer service protocols across all divisions ensures stronger stakeholder relationships and public satisfaction.

Action Plan:

- Implement customer service training for frontline staff.
- Develop a standardized process for responding to customer inquiries and complaints.
- Collect regular feedback from stakeholders to measure satisfaction and identify areas for improvement.

Metrics for Success:

- 90% positive customer service feedback from tenants and stakeholders.
- 100% of customer complaints addressed within established response times.

Technology Integration and Automation; Digitization of Records

Gap Identified:

While General Administration has made strides towards digitization, further automation and integration of digital systems can significantly enhance efficiency, reduce manual errors, and improve record management.

Opportunity for Improvement:

Expanding technology use and digitizing records will streamline operations, improve data accuracy, support decision-making, and enhance inter-divisional coordination.

Action Plan:

- **Automate Manual Processes:**
Identify and prioritize manual processes within General Administration, Finance, Commercial, and Operations divisions for automation using existing IT systems.
- **Digitize Records:**
Complete the digitization of physical records and implement a standardized document management system to facilitate easy access and retrieval.
- **System Integration:**
Integrate IT systems between divisions to enable seamless data sharing and collaboration.
- **Staff Training:**
Provide continuous training on new technologies and digital record management tools to ensure staff proficiency and adoption.

Metrics for Success:

- **Manual Processing Reduction:** Achieve a 20% reduction in manual processing times through automation.
- **Records Digitization:** Complete digitization of all legacy records by the end of the year.
- **System Integration:** Full integration of key operational systems across divisions by year-end.
- **Staff Proficiency:** Ensure 100% of relevant staff complete training on digital systems and record management tools.

Employee Wellness and Engagement

Gap Identified: Employee morale and well-being are critical to sustaining productivity and reducing turnover.

Opportunity for Improvement: Enhancing wellness initiatives can improve overall job satisfaction and engagement.

Action Plan:



- Implement regular wellness programs and mental health support initiatives.
- Organize team-building activities to foster a positive work culture.
- Continue to conduct employee satisfaction surveys and address feedback proactively.

Metrics for Success:

- 80% employee satisfaction in annual engagement surveys

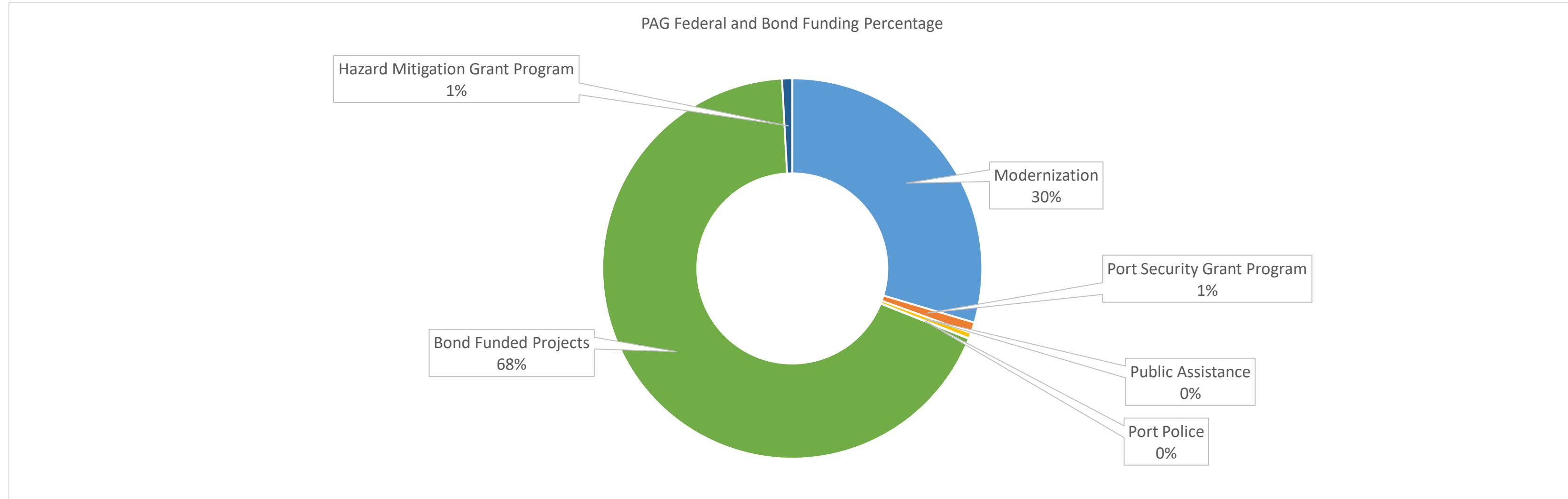
PART VI: SIGNATURES:

The General Manager and Board of Directors are required to sign the instrument after completing it and concluding the performance interview. The General Manager is only attesting to having been afforded the opportunity to review the evaluation and discuss the evaluations with the Board of Directors. The General Manager's signatures does not necessary indicate that he/she agrees with the Board of Directors' measurement of his/her performance. Employee's comments are optional.

Board Chairperson's Signature: 	Date: 12/12/24
Employee' Signature: 	Date: 12/12/24

Employee comments:	Date:
I would like to discuss with the Board of Directors: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Board Chairperson's Signature:	

**FY 2024 Port Grant/Bond - Monthly Update
As of December 17, 2024**



Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
Modernization	\$33,853,222.00	\$4,745,742.49	\$29,107,479.51		
GR882-21-08 - PAG Construction Technical Oversight Services	\$1,500,000.00	\$1,462,112.43	\$37,887.57	P.O. No. 17424-OS for \$1,500,000.00	Close out report and deliverables submitted to Community Defense Liasion Office. NO UPDATES
GR882-22-02 Growth Port Authority of Guam In-Water Infrastructure Study	\$1,200,000.00	\$605,234.96	\$594,765.04		POP end date was Sept. 30, 2024. Pending processing of final invoices from WSP for payment, drawdown and closeout of grant. UPDATE: Ongoing close out activities.
GR882-23-04 Port Owner's Agent Engineer Services	\$1,450,000.00	\$32,682.63	\$1,417,317.37		Grant award notification was recieved on August 1, 2023. MOA signed by Governor - October 4, 2023; TO #14 signed by GM - January 1, 2024. The POP concluded on November 30, 2024. Kick off for the Zero Waste/Zero Emissions Study held the week of April 15, 2024. The Strategic Planning Division attended the GPA's 2024 LNG Feasibility Study Kick Off Meeting on May 15, 2024. GPA will continue discussions with the PAG on potential opportunities for collaboration. 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. 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. The total project cost is \$2,309,829.00. UPDATE: Period of Performance ended on Nov. 30th. WSP is working with Planning on close out activities. WSP's Projectsolve website has all Final Deliverables posted. WSP is working on final report for submission to the Port before the end of the month. Subsequently and upon review and acceptance by Planning, the report will be submitted to the Governor's Office overseeing the OLDCC grant program.
07-79-07614 - F1 Pier to Golf Pier Fuel Connectivity Project	\$2,413,091.00	\$0.00	\$2,413,091.00	RFP-PAG-022-003 - A&E DESIGN CONSULTING SERVICES For The Installation of a Fuel Pipeline System for F1 Pier and Golf Pier Connectivity	Amorient reported 90% Design will be submitted for PAG review Wednesday, December 16, 2024. UPDATE: 100% A&E Design has been submitted to Engineering for final review and acceptance. Next Steps: identify federal funding source and apply for supplemental funding to cover the full construction of the connectivity line.
D20AP00136 - Phase 1: Port Authority of Guam - Welding Shop	\$240,325.00	\$0.00	\$240,325.00		UPDATE: The contract and PO have been signed. The Notice to Proceed (NTP) was issued on December 6, 2024 and commenced on December 10, 2024. The project is now pending the submission of construction materials by the contractor for approval.

**FY 2024 Port Grant/Bond - Monthly Update
As of December 17, 2024**

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
D21AP10142 - Phase 2: Port Authority of Guam - Welding Shop	\$151,850.00	\$0.00	\$151,850.00	PO No 20385OS for \$386,379.00 to Guam Evergreen Corp.	Specifications for the equipment purchase are being finalized. Status Quo. UPDATE: Planning is working with Maintenance's Welding and Facilities Team to determine equipment to be purchased under the equipment acquisition section of the grant award.
D22AP00124-00 Port Authority of Guam's Generator Maintenance and Sustainment Program	\$165,375.00	\$26,603.47	\$138,771.53		Grant award notification was received on June 29, 2022. POP: May 19, 2022 - September 30, 2025. PO#18867-OS for the Generator Maintenance Services was awarded to Hawthorne Pacific Corp. on May 4, 2023. Generator Parts purchase orders were awarded to multiple vendors: Landscape Management Systems Inc. PO#193080-OS and PO#19311-OS \$4,314.00; Far East Equipment Co. LLC. PO#19310-OS, PO#19313-OS, PO#19315-OS \$9,346.11; Hawthorne Pacific Corp. PO#19309-OS, PO#19312-OS, PO#19314-OS \$11,046. UPDATE: Hawthorne Pacific continues its maintenance program on a consistent and monthly basis.
98T27101/98T34801/98T77501 - Diesel Emissions Reduction Act (DERA) - Tractor Replacement	\$676,609.00	\$376,609.00	\$300,000.00		PAG Procurement issued PO no. 20063-OS on August 27, 2024 for the purchase of two units under grant 98T77501. Delivery is anticipated within 250 days. PAG submitted final reports for grants 98T27101 and 98T34801 on October 30, 2024. UPDATE: An application to replace two additional terminal yard tractors was submitted under the FY2024 DERA Tribal and Territory Areas Grant Program on December 6, 2024.
MARAD AMHP - Acquisition of Specialized Container Yard Equipment	\$5,703,560.00	\$2,242,500.00	\$3,461,060.00	PO Nos. 19083/84-OS for \$2,689,408.00 and 2,205,723.00, respectively.	The Grant Agreement for MARAD FY 2022 America's Marine Highway (AMH) Grant No. 693JF72340007 was effectuated on August 4, 2023. The telescopic boom lift, reefer generators, and nine (9) terminal yard tractors are anticipated to be delivered November 2024 (boom lift) and March 2025 (generators and tractors). 180-ft telescopic boom lift was delivered November 22, 2024. Update: On December 11, 2024, MARAD Senior Grants Management Specialist notified the PAG of its approval to purchase five 5.5-ton forklifts under the BABA waiver for Pacific Island Territories. Contract and purchase order were routed for approval on December 13, 2024.
MARAD RAISE - Wharves Service Life Extension Hardening of Wharves F1-F6	\$17,941,997.00	\$0.00	\$17,941,997.00	PAG's OAE Task Order 11, Subtask 11.9 - P.O. was issued to WSP to conduct the HABS/HAER Study mandated by State Historic Preservation Officer (SHPO). Task Order 15 - P.O. 19948-OS was issued to WSP to conduct an Environmental Assessment.	On August 22, 2024, the Office of the Secretary approved a no-cost scope modification request to address damages to berths F2 through F6. Before finalizing the grant agreement, pre-NEPA field surveys must be completed. To ensure project success, public scoping meetings were held with federal and local agencies to discuss the project details and benefits. UPDATE: On November 26, 2024, PAG requested Historic American Engineering Record (HAER) numbers for Pier F-1 and Berths F2 to F6 from the National Park Service (NPS) and is awaiting their assignment, along with feedback on the review of the HAER Mitigation Report and Photo Scans. Additionally, PAG is awaiting the Guam SHPO's review and concurrence of the HAER Mitigation Report and Photo Scans.
U.S. EPA Clean Ports Program - Net Zero Emissions Strategy Update and Implementation Plan	\$2,410,415.00	\$0.00	\$2,410,415.00		The Port received the Notice of Selection on October 16 and the Notice of Award on October 30. On November 15, U.S. EPA accepted the Port's Work Plan, Budget and Timeline, and Summary Grant Program Report, with the revised SF424 on November 18. The Port is awaiting the next steps and the grant agreement. UPDATE: In collaboration with US EPA Program Managers, the Port Team submitted an updated WorkPlan and Budget to the Clean Ports Program and awaiting notification of actual grant award and funds obligation.
Port Security Grant Program	\$1,055,248.00	\$878,247.01	\$177,000.99		
EMW-2021-PU-00230-S01 - Acquisition of Vessel Tracking/Radar Intrusion System	\$267,773.00	\$267,773.00	\$0.00	PO No. 18730OS- G4S Security System \$347,000.00	IFB-PAG-013-22 published on August 15, 2022. Bid opening held on 10/24/2022 with one (1) submission. A budget request to utilize portion of remaining IJ #2 funding to cover any shortfall of IJ #1 was reviewed and approved FEMA on 2/4/2023. Awarded to G4S Security Systems. Project was completed on November 6, 2023 and warranty is for one (1) year up to November 6, 2024. UPDATE: Project completed.

**FY 2024 Port Grant/Bond - Monthly Update
As of December 17, 2024**

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
EMW-2021-PU-00230-S01 - Acquisition of Transportation Worker Identification Credentialing (TWIC) System	\$98,478.00	\$94,299.00	\$4,179.00		Award issued to ComPacific and equipment was delivered on September 29, 2022. Project Completed. A budget request to use remaining balance to purchase additional units was reviewed and approved by FEMA on 2/4/2023. On July 7, 2023 a second purchase order #19019OS was cut for 6 additional TWIC handhelds and accessories as well as to cover the third year subscription service. The remaining TWIC handhelds and accessories were delivered on September 21, 2023. The remaining funds will be used to purchase a monitor to be used at Port Police's dispatch center to access the TWIC system. UPDATE: Project Completed. Planning working with Port Police to expend remaining grant funds.
EMW-2022-PU-00149 - Acquisition of Unmanned Aerial Vehicles (UAV)	\$74,290.00	\$0.00	\$74,290.00		Revised DRAFT policy resubmitted to FEMA Program Manager on Nov. 14, 2024. Revisions made were based on FEMA's comments on first draft. This policy must be approved by FEMA prior to commencing the procurement process. UPDATE: Port Police re-submitted its revised UAV Policy and Procedures to FEMA for review and concurrence. Currently waiting on FEMA.
EMW-2022-PU-00149 - Primary Communications Replacement of Motorola Radio Units	\$405,478.00	\$388,507.96	\$16,970.04		Grant was awarded on September 1, 2022. On July 12, 2023 Procurement issued purchase order #19023OS to Motorola and Port Police received the units on November 28, 2023. Port Police worked with Guam Police Dept. for radio programming and is working with Finance on tagging the assets. Distribution of radio units is in progress. UPDATE: Radio distribution to respective individuals and as determined by Port General Manager was completed.
EMW-2022-PU-00149- Integrated Digital Enhanced Network (iDEN) Technology Redundant Interoperable Communications System Service	\$84,450.00	\$48,790.79	\$35,659.21	PO No. 18297-OS IT&E \$35,013.36 PO No. 19528-OS IT&E \$47,058.00 PO No. 20161OS IT&E \$48,174.00	Grant was awarded on September 1, 2022. iDEN Services are ongoing provided by IT&E (Period of October 1, 2022 - September 30, 2023.) Third year purchase order issued for the period of October 1, 2024-September 30, 2025. UPDATE: Communication service ongoing. For FY2025 PSGP, the Port will apply to ensure continuity of service.
EMW-2023-PU-00298 - Acquisition of Two (2) Port Police Boat Trailers	\$42,003.00	\$35,751.26	\$6,251.74		Guam Home Center was awarded Purchase Order #19742OS on March 19, 2024. Trailers have been delivered to the Port.
EMW-2023-PU-00298 - Acquisition of Port Police Durabooks and Accessories	\$43,378.00	\$43,125.00	\$253.00		MD Wholesale was awarded Purchase Order #19777OS on April 1, 2024. Laptops delivered to PAG IT and are currently being configured and distributed to Port Police. UPDATE: Project complete, laptop units have been distributed to Police personnel.
EMW-2023-PU-00298 - Port Police Division Acquisition of Personal Protection Equipment	\$39,398.00	\$0.00	\$39,398.00	PO NO. 20211OS Code 1 Law Enforcement Equip. & Supply \$39,303.00	Notice of award - August 25, 2023. UPDATE: PO 20211OS acknowledged by vendor on Oct. 29, 2024. Estimated Delivery - week of December 29, 2024
Public Assistance	\$530,517.90	\$310,216.07	\$220,301.83		
4398DR - Typhoon Mangkhut #66352	\$530,517.90	\$310,216.07	\$220,301.83		Fendering project was completed on September 30, 2022. Requested no-cost time extension for the Management & Admin. project (CAT Z) Project #99994 up to March 1, 2023. All work was completed between December 2018 through September 30, 2022. The final reimbursement payment from GHS/OCD was received by the PAG on October 13, 2023. UPDATE: Project Completed and Reimbursed.
Hazard Mitigation Grant Program	\$989,564.00	\$537,824.38	\$451,739.62		
Fendering System Hardening Project	\$603,689.00	\$151,949.38	\$451,739.62		IFB-PAG-CIP-022-008 posted on August 26, 2022. Pre-bid conference held on Sept. 7, 2022 and Site visit conducted on Sept. 9, 2022. Bid opening held on Oct. 27, 2022, 2:00 pm. Contract awarded to Cabras Marine. Notice to Proceed was given to Cabras Marine on January 10, 2023. Original project scope was 15 arch fenders and 11 cylindrical fenders. After Typhoon Mawar, a request was submitted to descope the damaged fenders from this HMGP project and add rubber arch fenders not included in original SOW. PAG received notification that FEMA approved the amendment on August 28, 2024. POP end date is May 15, 2025. Pending acceptance of costs, contract will be amended to reflect the new scope. On Oct. 23, 2024, PAG Planning and Engineering teams met with new SHPO Amanda Blas and Geroge Toves and provided a project status and tour of the site. UPDATE: Status Quo

**FY 2024 Port Grant/Bond - Monthly Update
As of December 17, 2024**

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
Warehouse 1 Hardening Project	\$385,875.00	\$385,875.00	\$0.00		IFB-PAG-CIP-022-009 posted on Sept. 13, 2022. Pre-bid conference held on Sept. 20, 2022 and Site visit scheduled for Sept. 23, 2022. Bid opening was completed on October 20, 2022. There were two (2) bid submissions received by the deadline. Both bids were opened and the documents were reviewed by the Port Staff Attorney as well as the Procurement and Engineering divisions. Meeting held on December 7, 2022 with lowest bidder to discuss submission and specifications. Awarded to IAN Corporation. Notice to Proceed was given to IAN Corp on April 16, 2023. Grant Period of Performance end date is March 18, 2024. Project date of completion is March 1, 2024 with a one (1) year warranty period through March 2, 2025. UPDATE: Project Complete.
Port Police	\$50,000.00	\$45,086.23	\$4,913.77		
PT24-03-03PPD - Operation A'dai He'Hao	\$50,000.00	\$45,086.23	\$4,913.77		This project has been closed out. The FY2025 Project Agreement is pending. UPDATE: Project completed.
Bond Funded Projects	\$77,886,440.00	\$11,655,487.15	\$66,230,952.85		
New Administration Building	\$10,445,000.00	\$0.00	\$10,445,000.00		Project is currently on hold pending Management decision. UPDATE: Engineering has been instructed to develop Scope of Work to repair concrete cracks and spalling and made a priority.
Waterline Replacement and Relocation	\$6,000,000.00	\$3,610,727.25	\$2,389,272.75	PO No. 17790OS 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. UPDATE: Change Order for the installation of new fire hydrants; hydrants currently in place requires replacement.
EQMR Building Repairs and Upgrades	\$3,628,800.00	\$2,713,409.51	\$915,390.49	PO No. 18007OS 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. UPDATE: Change Order for canopy replacement approved.
Warehouse 1 Repairs and Upgrades	\$2,000,000.00	\$510,715.68	\$1,489,284.32	RFP No. 2019-03 - A&E Design awarded to NC Macario	The Construction IFB was published on November 25, 2024. The current bid submission deadline is January 3, 2025. UPDATE: The bid has progressed to the RFI process.
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 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. UPDATE: There is a variance in the Damage Cost Estimates between the Port and WSP, with FEMA only recognizing \$12M in damages. Public Assistance program collaboration is ongoing. The Port submitted a Notice of Intent to FEMA's FY2025 Hazard Mitigation BRIC program for the full replacement of the facility to the tune of over \$80M. The Port is currently waiting on the release of the BRIC's NOFO.
Rehabilitation of "H" Wharf	\$46,331,895.00	\$1,728,688.34	\$44,603,206.66	PO No. 17043-OF for \$2,249,945.54 awarded to GHD Inc. New Contract Amount: \$2,656,621.37 PO No. 18140-OS 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. UPDATE: The Port's submission to the FY2024 MARAD Port Infrastructure Development Program (PIDP) in the amount of over \$90M was denied.
Other Priority Projects	\$4,980,745.00	\$222,668.79	\$4,758,076.21		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. UPDATE: Status Quo
Other Priority Projects - EnterpriseOne Financial Management System	\$2,500,000.00	\$2,497,129.65	\$2,870.35		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. UPDATE: Status Quo
Grand Total	\$114,364,991.90	\$18,172,603.33	\$96,192,388.57		

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 Srvcs	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
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

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)
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	270 Calendar Days from NTP				\$289,600.00

Status as of December 13, 2024

Fact Sheet No. **129**

**Project Status
Post-Award Projects**

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	02/25/25
Current Status:	
<ul style="list-style-type: none"> ➤ Removal and Installation of Electrical Components - Ongoing ➤ Interior and Exterior Painting Completed ➤ 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	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: Submittals have been approved. Received delivery of materials.	

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 begun. Concrete repair in progress. Roof vents have been delivered and are onsite.	

Project Title	Repainting of Misc. PAG Buildings
Project Number	IFB-PAG-CIP-024-006
Project Amount	\$85,999.15
Work in Progress (WIP)	25% 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, Load Center 1, Old Horizon Building & Bathroom, and PCC has been completed. Painting of Operation Building in progress.	

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	12/10/24
Project Completion Date	12/10/25
Current Status: NTP has been issued. Contractor to submit project documentation.	

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 has been advertised and bid submissions are forthcoming. Bid Submissions 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.	

Port Authority of Guam
Operations Division Report
NOVEMBER 2024

I. OVERVIEW

Vessel Calls	22
Cans Handled	6,843
Special Service(s)	102

a. Productivity

Vessel Op	Avg NMPH	TOP GANG	M/Hr
Matson			
Domestics	24.6	5	28.3
Feeders	14.5	2	20.7
MSA			
Barges/Merdian	21.8	4	26.1
Mariana	16.3	4	16.3
Triton	0.0	0	0.0
Kyowa	18.1	6	25.0
MELL			
Kotas	20.8	5	22.5
APL			
OCEANIA/ISLANDER/PRES	22.6	5	26.4

b. Equipment Status

As of : 11/27-28/2024	ON HAND	UP	RM	Repair
GANTRYs	3	3		0
TOP LIFTERS	11	4		7
SIDELOADERS	3	3		0
20T FORKLIFT	2	2		0
10T FORKLIFT	4	2		2
5T FORKLIFT	8	4		4
TRACTORS	27	12		15

II. YEAR TO DATE

a.

Vessels_YTD	45
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b. Can_Cnt YTD

NOVEMBER	FY24		FY25		Variance	
	I	E	I	E	I	E
Local	6439	6038	5491	5186	-15%	-14%
TS	1121	1084	1223	1195	9%	10%
TSMT	365	332	325	410	-11%	23%
Others (OS/Sh/Reh)	269	271	68	72	-75%	-73%
TTL	8194	7725	7107	6863	-13%	-11%

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: 12/17/2024

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: 26-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.
