

# 2026

# LOOK AHEAD

## PORT AUTHORITY OF GUAM



## Strategic Direction and Key Priorities

Look Ahead 2026 reflects the Port Authority of Guam's transition from recovery and reform into sustained execution and delivery. With core systems strengthened and governance practices institutionalized, the Port is positioned to advance critical infrastructure modernization while maintaining operational reliability, workforce continuity, and financial discipline.

The focus for 2026 is disciplined execution, delivering major capital projects that reinforce Guam's role as a strategic maritime gateway, support economic stability, and strengthen national security readiness.

# THE STRATEGIC FRAMEWORK

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



## KEY ELEMENTS

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

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

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



# STRATEGIC EVOLUTION OF THE PORT AUTHORITY OF GUAM, 2019-2026

Look Ahead 2026 remains fully aligned with the Leon Guerrero Tenorio Administration's One Guam Strategic Framework and the U.S. Indo-Pacific Strategy. The Port continues to advocate for federal investment outside the military fence to strengthen civilian infrastructure that supports both commerce and national defense.

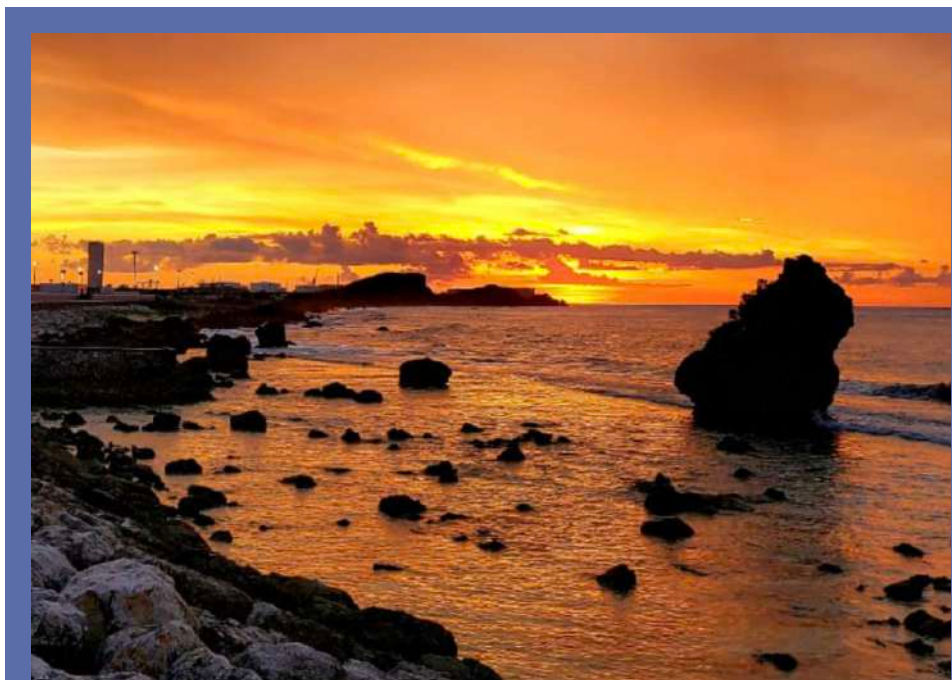
The Port's role in ensuring efficient transportation of goods and services remains central to Guam's economic stability and national security posture. In 2026, that role is measured not only by readiness plans, but by the Port's ability to execute projects while sustaining daily operations.



## 2019 - Beginning of Stabilization and a Reset

With the direction and oversight of the Board and management, the Port focused on strengthening governance, reestablishing fiscal controls, addressing longstanding procedural gaps, and reinforcing institutional credibility.

Immediate priorities included audit remediation, procurement discipline, ensuring billing consistency with the approved tariff, clarifying management authority, initiating the update of the Port's Master Plan, laying the groundwork for the eventual restoration of procurement delegation following a fourteen-year lapse, and establishing the foundation for budget reform initiatives, including zero-based and performance-based budgeting.





## 2020 - Crisis Management and Continuity

With continued coordination between the Board and management, the Port remained fully operational throughout the COVID-19 pandemic, sustaining uninterrupted cargo and vessel operations while maintaining supply chain reliability for Guam. Financial controls, workforce safety, and operational resilience were tested under unprecedented conditions, reinforcing the importance of discipline, adaptability, and steady governance.

## 2021 - Emphasized Recovery and Structural Correction

The Board and management worked to address deferred maintenance, correct legacy personnel and classification issues, strengthen procurement and human resources controls, and continue laying the groundwork for modernization while managing ongoing pandemic impacts. During this period, the Port transitioned to the EnterpriseOne financial management system, strengthening financial reporting, internal controls, and enterprise-wide accountability.



## 2022 - Rebuilding Capacity and Restoring Confidence

Continued clean audits, improved financial transparency, and strengthened internal controls, achieved through Board oversight and management execution, allowed the Port to shift from defensive management to forward planning. During this period, the Port initiated operational and administrative reforms across divisions, including the Commercial Division, to strengthen tariff application, billing accuracy, lease administration, and revenue integrity, while reinvesting in critical yard equipment and operational assets using a combination of Port funds and federal support, including awards through the Maritime Administration's Marine Highway Program and the U.S. Environmental Protection Agency's Diesel Emissions Reduction Act program.



## 2023 - Strategic Alignment and Readiness, Building on Reforms Initiated in Prior Years

The Board and management advanced the Port's Master Plan, aligned priorities with the Governor and Lt. Governor's One Guam Strategic Framework, and positioned the Port within national security and Indo-Pacific readiness discussions. During this period, cross-divisional coordination was strengthened to improve lease compliance, tariff consistency, billing coordination with Finance, and data alignment across operational and financial systems, supporting improved audit outcomes, financial credibility, and operational readiness.

## 2024 - Recovery, Alignment, and Framework Development Amid External Pressures, including Military Buildup, Pandemic Aftereffects, and Typhoon Recovery

During this period, the Board and management advanced federal coordination efforts that resulted in the award of grant funding to support sustainability, emissions reduction, and infrastructure planning initiatives, including funding under the U.S. Environmental Protection Agency's Clean Ports Program, positioning the Port to transition sustainability and emissions reduction initiatives from planning into implementation. These efforts aligned Port modernization priorities with federal climate, resilience, and national security objectives while reinforcing financial accountability and grant compliance readiness.



## 2025 - Institutionalizing Reforms, Reinforcing Financial Discipline, Strengthening Compliance Systems, and Preparing for Execution

During this period, Board Chairperson Dorothy Harris, Vice-Chair Conchita Taitano, Secretary Fe Valencia-Ovalles and Member Mark Mendiola alongside management, advanced a formal tariff adjustment petition before the Guam Public Utilities Commission to normalize the consistent application of approved tariff provisions and address structural instances of underbilling and labor cost recovery gaps. This action reflected a commitment to transparency, regulatory compliance, stakeholder engagement, and the long-term financial sustainability of Port operations while preserving predictability for Port users.

# INFRASTRUCTURE MODERNIZATION FROM PLANNING TO EXECUTION

A defining feature of the 2026 Look Ahead is the transition of major infrastructure initiatives from planning and funding stages into execution.

Priority areas include:

1



Ship-to-shore Gantry Crane Replacement and Transition Planning

5



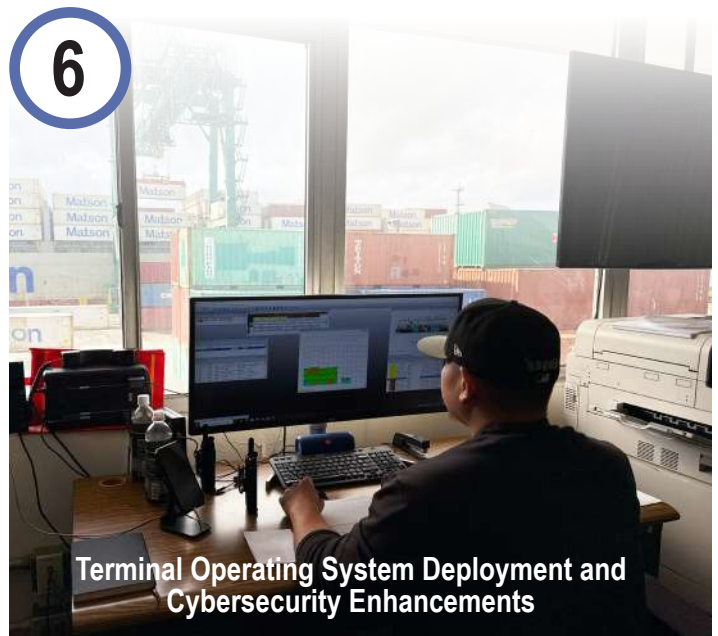
Area A Fuel Storage Rehabilitation

2



Fuel Pier Rehabilitation and Fuel Resilience

6



Terminal Operating System Deployment and Cybersecurity Enhancements

3



Wharf F2 through F6 Structural Hardening and Service Life Extension

7



Replacement of Obsolete Port Facilities

4



Hotel Wharf and Access Improvements  
(Subject to Funding)

The emphasis in 2026 is on maintaining operational reliability while construction activity accelerates. This requires disciplined coordination across Operations, Equipment Maintenance, Planning, CIP and Engineering, Finance, Procurement, and Safety.

## FINANCIAL DISCIPLINE AND INSTITUTIONAL PROTECTION

Financial stability remains non-negotiable. Look Ahead 2026 reflects a shift from financial recovery to financial protection. Core priorities include:

- Sustaining clean audits and a low-risk auditee status
- Preserving debt service coverage ratios
- Consistent application of approved tariff provisions
- Maintaining quarterly budget caps and expenditure controls
- Executing bond defeasance and future borrowing strategies aligned with federal matching requirements

Modernization must proceed without eroding the financial discipline established since 2019. Continued recognition for financial transparency and citizen-centric reporting reinforces the Port's commitment to accountability and public trust.



## WORKFORCE RESILIENCE AND LEADERSHIP CONTINUITY



The Port's workforce remains its most critical asset. This 2026 Look Ahead builds on workforce initiatives introduced in earlier years and are now fully embedded as standard practice.

Key areas of focus include:

- Succession planning is tied directly to operational roles and leadership needs
- Continued mentorship and cross-training across divisions
- Merit-based recruitment, practical assessments, and internal pre-audits as standing requirements

- Scheduling stability in accordance with CBAs and Personnel Rules
- Ongoing investment in safety, certification, and emergency preparedness
- Continued engagement in community-based job fairs and workforce outreach to strengthen recruitment pipelines, promote public service careers, and support long-term workforce continuity

The emphasis for 2026 is continuity, accountability, and readiness, rather than expansion.

## OPERATIONAL RESILIENCE DURING MODERNIZATION



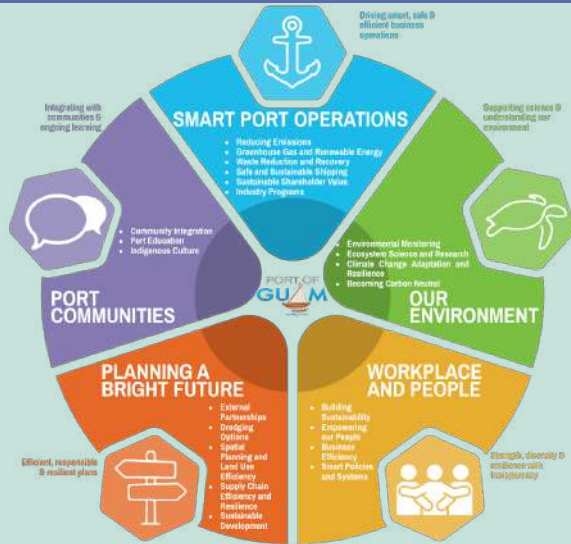
As construction and modernization accelerate, operational risk increases. Look Ahead 2026 emphasizes resilience during execution. By 2025, the Port restored full insurance coverage, strengthening risk management and operational protection as capital activity expands. Focus areas include:

- Sustaining uninterrupted cargo and passenger operations
- Managing overtime, standby costs, and labor forecasting
- Reducing equipment downtime through preventive maintenance discipline
- Strengthening coordination between Operations, Maintenance, and Finance
- Reinforcing safety and security integration across all divisions

The Port's success in 2026 will be measured by how well it delivers projects while keeping the supply chain moving.



# SUSTAINABILITY, ENERGY RESILIENCE AND FEDERAL ALIGNMENT



Sustainability initiatives launched in earlier years continue to mature in 2026. Zero-emission and zero-waste planning transitions toward implementation, aligning with federal funding priorities under the Inflation Reduction Act and related programs.

Energy resilience, fuel security, and long-term operational sustainability remain integral to the Port's role in supporting civilian and defense needs. Fuel infrastructure projects are treated as energy security assets that support civilian demand, military readiness, and energy dominance objectives.



# GOVERNANCE, COMPLIANCE, AND LONG-TERM DURABILITY

The 2026 Look Ahead reinforces the principle that systems must outlast individuals. Governance, compliance, and documentation standards remain central to protecting the Port's integrity.

Priorities include:

- Sustaining procurement discipline and delegated authority
- Maintaining internal pre-audits and compliance controls
- Standardizing reporting and escalation protocols
- Protecting transparency in leasing, billing, and tenant oversight
- Ensuring consistent legal and policy application across divisions

These systems safeguard the gains achieved over the past several years.



## AT THE HELM PORT AUTHORITY OF GUAM, BOARD OF DIRECTORS

Chairperson

Vice-Chair

Secretary

Member



Dorothy P. Harris



Conchita S.N. Taitano



Fe Valencia-Ovalles



Mark B.C. Mendiola



# FACES OF THE PORT



General Manager's Office



Finance



Marketing and Communications



Strategic Planning



Harbor Master's Office



General Administration



Human Resources



Commercial

# FACES OF THE PORT



Procurement and Supply



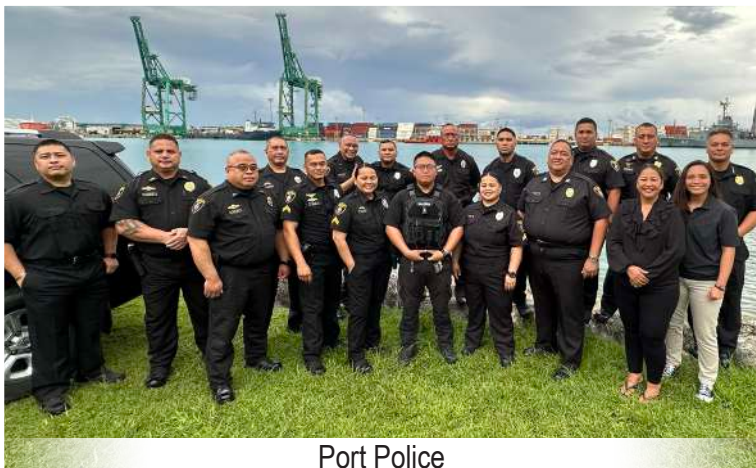
Occupational Health and Safety



Information Technology



CIP/Engineering



Port Police



Operations



Facility Maintenance



Equipment, Maintenance and Repair

# FACES OF THE PORT

**DAY SHIFT**



**NIGHT SHIFT**



Stevedoring Division

**DAY SHIFT**



**NIGHT SHIFT**



Terminal Division

**DAY SHIFT**



**NIGHT SHIFT**



Transportation Division

## A MESSAGE FROM THE CHAIR OF THE BOARD

The Port Authority of Guam enters 2026 with a strong foundation and a clear framework for continued progress. On behalf of the Board of Directors, we present Look Ahead 2026 as a statement of direction, oversight, and accountability for the years ahead.

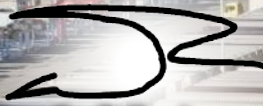
As the Port marks its fiftieth year as a commercial port, the Board also recognizes the resilience of the workforce that has sustained operations across decades of change. Through economic cycles, global disruptions, and evolving demands, Port employees have ensured continuity of service and reliability for Guam. This milestone reflects institutional endurance built over time through disciplined governance, stable systems, and clear accountability.

Over the past several years, the Board has worked in close coordination with the General Manager to strengthen governance, reinforce financial accountability, and embed compliance practices that support consistent decision-making and reliable operations. These efforts have improved the Port's financial standing and strengthened the Port's capacity to plan and execute critical infrastructure investments responsibly.

Look Ahead 2026 reflects the Board's ongoing role in guiding the Port's strategic direction. The Board remains focused on policy clarity, risk management, financial stewardship, and long-range alignment with Guam's economic, infrastructure, and security needs. Oversight remains active and continuous as the Port advances modernization and operational improvements.

As major capital projects move forward, the Board is committed to ensuring that modernization is balanced with uninterrupted daily operations. The Board recognizes that workforce planning, financial stability, safety, organizational continuity, and cross-division coordination must be supported by sound systems, and it acknowledges these matters as part of its oversight within the Port's governance framework. The Board will continue to support transparent governance, constructive engagement with executive leadership, and collaboration with local and federal partners.



  
**Dorothy P. Harris**  
Chairperson  
Port Board of Directors

## A MESSAGE FROM THE GENERAL MANAGER

As Guam's lifeline, the Port Authority of Guam enters 2026 with sustained momentum and a clear focus on execution, durability, and long-term readiness. In its fiftieth year as a commercial port, this moment reflects not only where the Port is going, but what it has endured and overcome.

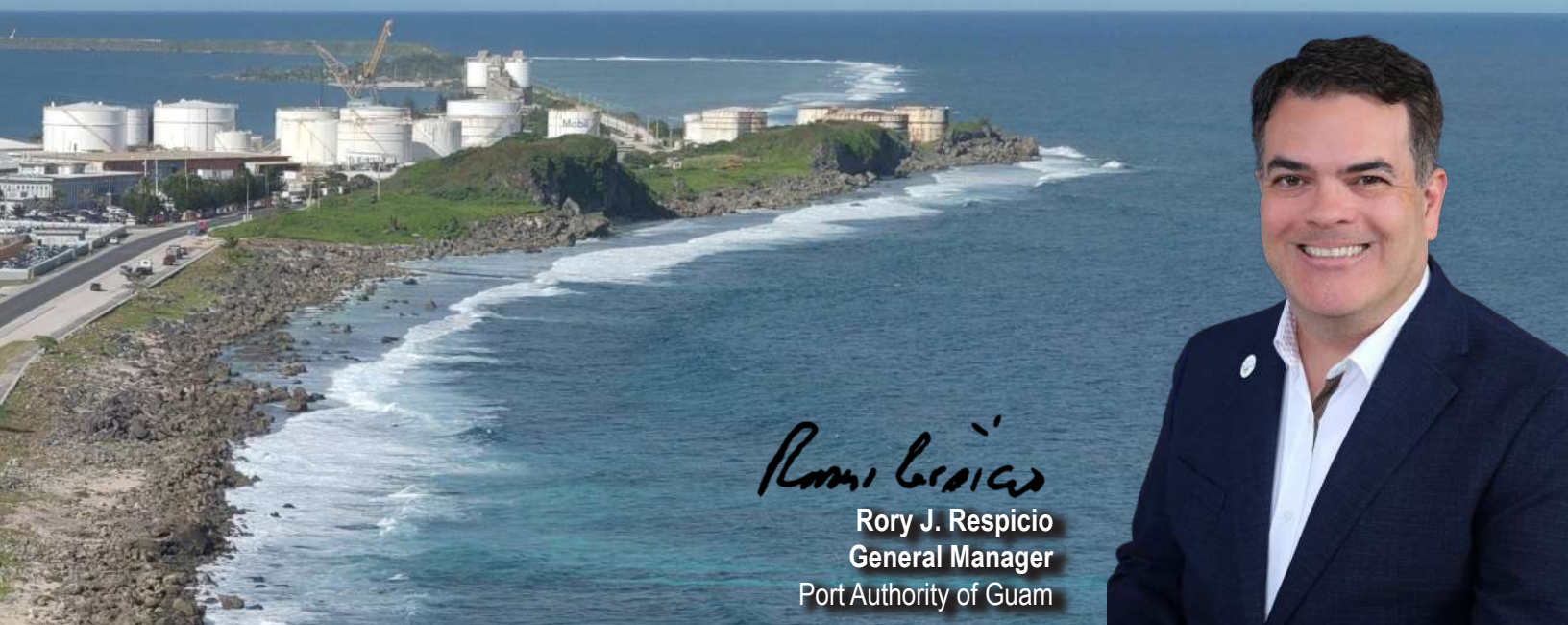
With the continued support of Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, and the Port's Board of Directors, our organization has moved beyond recovery and reform into a period defined by disciplined delivery and operational resilience.

For five decades, the Port has weathered economic cycles, global disruptions, natural disasters, and evolving national security demands. Through it all, Port Strong employees have carried the mission forward. Their resilience, professionalism, and commitment have sustained operations through uncertainty and change, ensuring Guam's supply chain remained intact when it mattered most. The fiftieth anniversary is a testament to that collective endurance and the strength built over time.

Over the past several years, the Port has strengthened governance systems, embedded financial accountability, and institutionalized compliance practices that support reliable decision-making and uninterrupted operations. These efforts, reinforced by consecutive clean audits, improved bond ratings, and restored risk protections, have positioned the Port to advance major infrastructure modernization while safeguarding financial stability and workforce continuity.

In 2026, the Port's commitment remains centered on executing critical capital projects, while maintaining daily operations. Workforce readiness, financial discipline, succession planning, safety, and operational coordination remain foundational, ensuring systems and practices endure beyond individuals.

The Port Authority of Guam remains committed to supporting Guam's economic vitality, energy resilience, and national security mission through disciplined execution, transparent governance, and sustained collaboration with local and federal partners. The Port continues to strengthen its role as a resilient and dependable maritime gateway in the Indo-Pacific, serving Guam today while preparing for the demands of tomorrow.



*Rory J. Respicio*  
**Rory J. Respicio**  
**General Manager**  
Port Authority of Guam



# Years of Service



**CONNECT  
WITH US!**



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## PORT STRONG!