



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

**Performance and Development Evaluation**  
**Public Law 29-61**  
**Review Period: 01/02/24 to 01/01/2025**

The Board of Directors of the Port Authority of Guam makes public that the General Manager of the Port Authority of Guam, Mr. Rory J. Respicio, has earned an exceptional performance evaluation rating relative to the performance factors adopted by the Board. The evaluation was based on the following areas:

Leadership  
Commitment to the Port's Mission, Vision and Values  
Management Practices  
Relational Skills  
Commitment to Diversity  
Resource Management  
Communication Skills  
Accountability  
Responsiveness and Customer Service  
Decision Making and Problem Solving  
Work Environment and Safety

As a result of this evaluation, the Board of Directors has confidence in Mr. Respicio's skills and capabilities and will retain him as General Manager of the Port Authority of Guam.

Adopted this 20<sup>th</sup> day of December 2024.



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Lourdes A. Leon Guerrero  
Governor of Guam  
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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  
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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



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**GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM**

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

**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><b>1. Leadership</b></p> <p><b>1a. Displays courage, passion, and caring in work:</b></p> <ul style="list-style-type: none"> <li>• Tackled budget challenges transparently, introducing real-time financial monitoring to maintain fiscal discipline.</li> <li>• Promoted a culture of accountability by addressing cross-divisional communication gaps to unify the Port.</li> <li>• Advocated for employee development and workforce adaptability through succession planning and policy updates.</li> </ul> <p><b>1b. Sets a professional example:</b></p> <ul style="list-style-type: none"> <li>• Demonstrated ethical leadership by implementing corrective measures to maintain fiscal discipline.</li> <li>• Fostered collaboration through the Commercial Division Framework Analysis, aligning teams to improve efficiency and compliance.</li> <li>• Encouraged staff participation in sustainability initiatives like the Zero-Emission and Zero-Waste Goals, reinforcing the Port's environmental commitment.</li> </ul> <p><b>1c. Motivates others to work toward common goals:</b></p> <ul style="list-style-type: none"> <li>• Through communication and inclusive decision-making, fostered a sense of shared purpose among division heads, encouraging collaboration and synergy.</li> <li>• Promoted engagement in the succession plan to ensure leadership continuity and prepare future leaders within the organization.</li> <li>• Encouraged participation in cross-divisional initiatives to align efforts and achieve strategic goals.</li> <li>• Delegated authority to Operations to empower decision-making and enhance operational efficiency.</li> </ul> <p><b>1d. Uses authority responsibly:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Delegated authority over Operations to the Operations Manager and Assistant Operations Manager to ensure much-needed accountability in responding to circumstantial factors.</li> <li>• Balanced oversight with empowering Deputy General Managers and division heads, delegating responsibilities while maintaining accountability and strategic direction.</li> </ul> <p><b>1e. Addresses problems proactively:</b></p> <ul style="list-style-type: none"> <li>• Addressed the immediate need for budget authorization with transparency and implemented real-time financial monitoring to maintain fiscal discipline.</li> <li>• Identified and resolved duty overlaps to enhance operational efficiency.</li> <li>• Strengthened cross-divisional collaboration to improve workflows and ensure a unified approach.</li> </ul> <p><b>1f. Gains support and seeks buy-in through participation of others:</b></p> <ul style="list-style-type: none"> <li>• Engaged stakeholders in developing the 2024 Look Ahead, ensuring alignment with the Port's strategic vision. This collaborative process was also</li> </ul>	<p style="text-align: center;"><b>A</b></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"> <li>• Fostered collaboration with Commercial, Legal, Finance, and Operations to address challenges, ensuring solutions were developed collectively.</li> <li>• Utilized pulse surveys to gather real-time feedback from staff, fostering engagement and identifying areas for improvement in operations and employee satisfaction.</li> </ul> <p><b>1g. Demonstrates interest in professional growth of others:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Supported employees in participating in leadership development programs and professional growth initiatives to build expertise and advance careers.</li> </ul> <p><b>1h. Shows good judgment and accepts ownership for decisions in areas of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Took responsibility for addressing the immediate need for more budget authorization by demonstrating transparency and implementing real-time financial monitoring to maintain fiscal discipline.</li> <li>• Made strategic decisions to recommend Governor and Board support to pursue bond financing and public-private partnerships to secure funding for critical infrastructure projects.</li> <li>• 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.</li> </ul>	
<p><b>2. Commitment to the Port’s Mission, Vision and Values</b></p> <p><b>2a. Articulates or shows appreciation for the importance of shared vision:</b></p> <ul style="list-style-type: none"> <li>• Communicated the 2024 Look Ahead to align teams with the Port’s strategic goals and future direction.</li> <li>• Continues to advocate for the adoption of the Master Plan to support long-term infrastructure development and operational resilience.</li> <li>• Reinforced the importance of the Port’s mission during stakeholder engagements and internal discussions, ensuring a unified vision across all divisions.</li> </ul> <p><b>2b. Demonstrates civility in relations with others:</b></p> <ul style="list-style-type: none"> <li>• Fostered a culture of respect and professionalism in interactions with staff, stakeholders, and board members.</li> <li>• In moments of passionate discussion, focused on constructive resolution and reinforcing the Port’s mission.</li> <li>• 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.</li> </ul>	<p><b>A</b></p>

<p><b>2c. Requires supervised employees to show civility in their relations toward others:</b></p> <ul style="list-style-type: none"> <li>• Set clear expectations for respectful communication and professional conduct among all employees.</li> <li>• Encouraged a workplace culture where collaboration and mutual respect are prioritized.</li> <li>• Addressed instances of communication challenges by reinforcing the importance of respect for each other and teamwork.</li> </ul> <p><b>2d. Participates regularly in activities beyond immediate areas of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Actively engages in community events, industry discussions, and strategic collaborations to advance the Port’s mission and goals.</li> <li>• Represents the Port in external partnerships, enhancing visibility and promoting its role in Guam’s economic and social development.</li> <li>• Engaged in cross-divisional projects such as the Commercial Division Framework Analysis to improve efficiency and alignment.</li> </ul> <p><b>2e. Demonstrates consideration of the Port’s values when making decisions:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Promoted environmental initiatives like the Zero-Emission and Zero-Waste Goals to align with the Port’s sustainability commitments.</li> <li>• Ensured cross-divisional collaboration and communication to uphold unity and shared responsibility across the Port.</li> </ul>	
<p><b>3. Management Practices</b></p> <p><b>3a. Demonstrates commitment to good customer services:</b></p> <ul style="list-style-type: none"> <li>• Improved tenant relations through proactive communication and support, ensuring their needs were addressed promptly.</li> <li>• Implemented processes to ensure consistent service quality for Port users, carriers, and tenants.</li> <li>• Fostered a culture of responsiveness and professionalism, addressing customer concerns efficiently and maintaining trust with stakeholders.</li> </ul> <p><b>3b. Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Addressed staffing needs through succession planning and the General Manager’s Desk Audit Policy, aligning roles with operational requirements.</li> <li>• 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.</li> <li>• Fostered collaboration with union representatives and across divisions to ensure alignment on workforce policies and address challenges constructively.</li> </ul> <p><b>3c. Questions existing practices for continued relevancy:</b></p> <ul style="list-style-type: none"> <li>• Evaluated duty overlaps within the Commercial Division, identifying areas for improvement and efficiency.</li> <li>• Reviewed budget authorization processes to strengthen financial oversight and prevent future lapses.</li> </ul>	<p><b>A</b></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"> <li>• Promoted leadership development programs and professional growth initiatives to build employee expertise and career advancement.</li> <li>• Encouraged participation in mentorship programs and succession planning to ensure leadership continuity and skill development.</li> </ul>	
<p><b>4. Relational Skills</b></p> <p><b>4a. Works effectively with others:</b></p> <ul style="list-style-type: none"> <li>• Fostered cross-divisional collaboration to ensure unified efforts and shared goals across the Port.</li> <li>• Promoted open communication during the development of the 2024 Look Ahead and the draft Look Ahead 2025.</li> <li>• Encouraged collaborative problem-solving to address challenges and improve operational efficiency.</li> </ul> <p><b>4b. Works collaboratively and negotiates effectively:</b></p> <ul style="list-style-type: none"> <li>• Facilitated discussions with stakeholders, including WSP, Operations, and carriers, to set Vessel Service Standards.</li> <li>• 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.</li> <li>• Collaborated across divisions to address the discovery of underbillings and noncompliant leases, improving processes to ensure financial accountability and compliance.</li> <li>• Promoted succession planning to ensure leadership continuity and align efforts with long-term goals.</li> </ul> <p><b>4c. Maintains confidentiality:</b></p> <ul style="list-style-type: none"> <li>• Ensured sensitive information related to tenant compliance issues and financial discrepancies was handled discreetly and professionally, and in accordance with Guam law.</li> <li>• Protected the confidentiality of personnel matters during discussions on succession planning and organizational changes.</li> <li>• Maintained strict confidentiality during board-level negotiations and strategic decision-making processes.</li> </ul> <p><b>4d. Accepts constructive criticism without offense:</b></p> <ul style="list-style-type: none"> <li>• Responded to feedback on budget processes by implementing real-time financial monitoring to enhance fiscal accountability.</li> <li>• Addressed concerns regarding cross-divisional communication by fostering a culture of collaboration and transparency.</li> <li>• Used feedback from board discussions and stakeholder engagements to refine strategic initiatives and operational practices.</li> </ul> <p><b>4e. Demonstrates sensitivity to the rights and opinions of others, even in disagreement:</b></p> <ul style="list-style-type: none"> <li>• Ensured all perspectives were valued and addressed during discussions on key operational and strategic decisions.</li> <li>• Acknowledged the 1% of dissenting voices by focusing on shared goals and reinforcing the Port’s mission and unity.</li> <li>• Fostered an environment where constructive dialogue was encouraged, even during challenging conversations.</li> </ul>	<p><b>A</b></p>

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

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

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

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

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

<ul style="list-style-type: none"> <li>Utilized data-driven decision-making for financial monitoring, ensuring budgetary actions were based on accurate and timely information.</li> <li>Developed the Commercial Division Framework Analysis to streamline processes and improve alignment with strategic goals.</li> </ul> <p><b>10e. Takes action that is consistent with available facts, constraints, and probable consequences:</b></p> <ul style="list-style-type: none"> <li>Addressed budget authorization challenges with transparency and corrective actions, ensuring decisions aligned with financial policies and strategic goals.</li> <li>Resolved issues related to underbillings and noncompliant leases by implementing solutions based on thorough analysis and collaboration.</li> <li>Made decisions regarding infrastructure projects and public-private partnerships that considered long-term benefits, financial constraints, and operational needs.</li> </ul>	
<p><b>11. Work Environment/Safety</b></p> <p><b>11a. Promotes and supports a respectful workplace; complies with laws, policies, and procedures:</b></p> <ul style="list-style-type: none"> <li>Fostered a workplace culture centered on respect, collaboration, and accountability by setting clear expectations for professional conduct.</li> <li>Ensured adherence to board-approved policies and procedures, including the General Manager’s Desk Audit policy and Out-of-Position Pay Policy.</li> <li>Addressed cross-divisional communication challenges to unify the Port and promote a respectful and cohesive working environment.</li> </ul> <p><b>11b. Models ethical behavior and decision-making and ensures compliance:</b></p> <ul style="list-style-type: none"> <li>Demonstrated ethical leadership by addressing budget authorization challenges transparently and implementing real-time financial monitoring to maintain fiscal discipline.</li> <li>Ensured compliance with lease agreements and financial policies by resolving underbillings and noncompliant leases promptly.</li> <li>Promoted a culture of integrity and accountability by aligning decisions with the Port’s mission, values, and board-approved policies.</li> </ul>	<p><b>A</b></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><b>1. Enhance Readiness, Resilience, and Emergency Preparedness</b></p> <p><b>Brief Description:</b>                      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><b>Expected Results:</b>                      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><b>Actual Results:</b>                      The Port Authority of Guam (PAG) took decisive steps to enhance readiness and resilience:</p> <ul style="list-style-type: none"> <li>• <b>Port Readiness Plan Completion:</b>                          Finalized the Port Readiness Plan in collaboration with WSP, addressing infrastructure resilience and operational needs identified in the DoD gap analysis.</li> <li>• <b>Emergency Protocol Updates:</b>                          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.</li> <li>• <b>Board Resolutions Supporting Readiness Initiatives:</b>                          Adopted board resolutions to enhance operational readiness and infrastructure resilience:                         <ul style="list-style-type: none"> <li>○ <b>Resolution No. 2024-07:</b> Authorized the execution of agreements to improve infrastructure resilience in response to identified gaps.</li> <li>○ <b>Resolution No. 2024-07:</b> Approved measures to secure federal funding and support critical infrastructure upgrades essential for national security and emergency preparedness.</li> <li>○ <b>Resolution No. 2024-16:</b> Directed the implementation of infrastructure improvements to align with DoD gap analysis findings, including equipment and fuel supply enhancements.</li> </ul> </li> </ul>	<p><b>A</b></p>
<p><b>2. Drive Infrastructure Modernization and Public-Private Partnerships</b></p> <p><b>Brief Description:</b>                      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><b>A</b></p>

<p><b>Expected Results:</b>                  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><b>Actual Results:</b>                  The Port Authority of Guam (PAG) advanced key infrastructure projects and secured strategic partnerships:</p> <ul style="list-style-type: none"> <li>• <b>Gantry Crane Replacement Procurement:</b>                      Progressed with the procurement process for replacing aging gantry cranes to improve operational capacity and reliability, supported by Resolution No. 2024-16.</li> <li>• <b>Fuel Pier Rehabilitation:</b>                      Advanced rehabilitation plans for the Golf Pier and F1 Pier to enhance fuel supply resilience, ensuring critical infrastructure supports both commercial and military operations.</li> <li>• <b>Hotel Wharf Rehabilitation:</b>                      Developed proposals for Hotel Wharf rehabilitation to modernize infrastructure and support increased cargo throughput and operational efficiency.</li> <li>• <b>Public-Private Partnerships (P3):</b>                      Secured board approval through Resolution No. 2024-13 to explore public-private partnerships for infrastructure modernization, enhancing project efficiency and leveraging external funding.</li> <li>• <b>RAISE Grant Reprogramming:</b>                      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.</li> </ul>	
<p><b>3. Maintain Financial Oversight, Resilience, and Strategic Planning</b></p> <p><b>Brief Description:</b>                  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><b>Expected Results:</b>                  Implement real-time financial monitoring, achieve clean audits, maintain bond ratings, and pursue financing for key projects.</p> <p><b>Actual Results:</b>                  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><b>A</b></p>

<ul style="list-style-type: none"> <li>• <b>Real-Time Financial Monitoring:</b> Implemented real-time financial monitoring systems to enhance fiscal oversight, ensuring timely and accurate financial reporting.</li> <li>• <b>Clean Audit Opinions:</b> Achieved clean audit opinions, demonstrating strong financial accountability and compliance with regulatory standards.</li> <li>• <b>Transparency Awards (Local and National):</b>  <ul style="list-style-type: none"> <li><b>AGA 2024 Distinguished Local Government Leadership Award:</b> 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.</li> <li><b>Platinum Award for Excellence in Citizen-Centric Reporting:</b> 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.</li> </ul> </li> <li>• <b>Consistent Bond Ratings:</b> Maintained consistent bond ratings, reflecting the Port's financial stability and prudent management practices.</li> <li>• <b>Board Resolutions Supporting Financial Management:</b> <ul style="list-style-type: none"> <li>○ <b>Resolution No. 2024-05:</b> Approved the establishment of a new checking account to streamline fund management and improve financial operations.</li> <li>○ <b>Resolution No. 2024-07:</b> Authorized strategic funding for Capital Improvement Projects (CIP) to ensure long-term financial stability and support critical infrastructure needs.</li> <li>○ <b>Resolution No. 2024-13:</b> Endorsed pursuing public-private partnerships to modernize infrastructure efficiently, leveraging external investments to strengthen the Port's financial position.</li> </ul> </li> </ul>	
<p><b>4. Resolve Insurance Dilemma for Required Coverage</b></p> <p><b>Brief Description:</b> 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><b>Expected Results:</b> 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><b>Actual Results:</b> In FY 2024, the Port successfully navigated significant insurance challenges, driven by rising costs and outdated valuations:</p>	<p><b>A</b></p>

<ul style="list-style-type: none"> <li>• <b>Increased Premiums:</b> Faced a 45% increase in insurance premiums, rising to \$4.49 million due to outdated appraisals, damage from Typhoon Mawar, and global cost escalations.</li> <li>• <b>Updated Property Valuations:</b> Conducted a professional appraisal by Milo Appraisal Company, which revealed a 57% increase in property values to \$435.7 million.</li> <li>• <b>Full Replacement Value Coverage:</b> 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.</li> <li>• <b>Board Resolution No. 2024-09:</b> Mandated property appraisals every three years to maintain accurate valuations and ensure ongoing alignment with insurance coverage needs.</li> <li>• <b>Strategic Insurance Measures:</b> 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.</li> </ul>	
<p><b>5. Develop Workforce Skills, Morale, and Engagement</b></p> <p><b>Brief Description:</b> 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><b>Expected Results:</b> 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><b>Actual Results:</b></p> <ul style="list-style-type: none"> <li>• <b>Board-Approved Succession Planning:</b> 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.</li> <li>• <b>Cross-Training Initiatives:</b> Rolled out cross-training programs across divisions to enhance workforce adaptability, address staffing needs, and ensure seamless continuity of operations.</li> </ul>	<p><b>A</b></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><b>6. Ensure Lease Compliance, Revenue Integrity, and Customer Service</b></p> <p><b>Brief Description:</b> Strengthen lease compliance, revenue collection, and tenant satisfaction through effective processes and collaborative efforts.</p> <p><b>Expected Results:</b> 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><b>Actual Results:</b> 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><b>A</b></p>
<p><b>7. Promote Sustainability and Environmental Compliance</b></p> <p><b>Brief Description:</b> Advance environmental stewardship and ensure adherence to sustainability goals and regulations, guided by key board resolutions and strategic leadership.</p> <p><b>Expected Results:</b> 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><b>Actual Results:</b> 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"> <li>1. <b>Resolution No. 2024-18</b> – 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.</li> <li>2. <b>Resolution No. 2024-18</b> – Supported securing the \$2.4 million EPA grant under the Clean Ports Program for zero-emission cargo handling equipment.</li> <li>3. <b>Resolution No. 2024-18</b> – Approved ongoing collaboration with WSP and other partners to address environmental compliance and infrastructure resilience.</li> <li>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.</li> </ol>	<p><b>A</b></p>

<p><b>8. Modernize Digital Infrastructure and Strengthen Cybersecurity</b></p> <p><b>Brief Description:</b> Upgrade digital systems and strengthen cybersecurity protocols to support the Port's operational efficiency and security.</p> <p><b>Expected Results:</b> Enhance the Terminal Operating System (TOS), improve IT infrastructure, and bolster cybersecurity defenses in collaboration with federal partners.</p> <p><b>Actual Results:</b> The Port made significant strides in modernizing its digital infrastructure and strengthening cybersecurity:</p> <ul style="list-style-type: none"> <li>• <b>Terminal Operating System (TOS) Enhancement:</b> Progressed in the procurement and implementation of an advanced TOS to streamline operations and improve cargo handling efficiency.</li> <li>• <b>IT Infrastructure Upgrades:</b> 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.</li> <li>• <b>Cybersecurity Enhancements:</b> 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.</li> </ul>	<p><b>A</b></p>
<p><b>9. Enhance Safety and Environmental Compliance</b></p> <p><b>Brief Description:</b> 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><b>Expected Results:</b> 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><b>Actual Results:</b></p> <ul style="list-style-type: none"> <li>• <b>Zero-Emission and Zero-Waste Goals:</b> 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.</li> <li>• <b>EPA Clean Ports Program Grant:</b> 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.</li> </ul>	<p><b>A</b></p>



<ul style="list-style-type: none"> <li>• <b>Environmental Code Updates:</b> 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.</li> <li>• <b>Certificate of Adequacy (COA) Compliance:</b> 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.</li> </ul>	
<p><b>10. Strengthen Stakeholder and Community Relations</b></p> <p><b>Brief Description:</b> Build transparency, trust, and engagement through outreach and communication, highlighting the Port's integral role in the community.</p> <p><b>Expected Results:</b> Increase engagement through monthly newsletters, participation in cultural events, and community activities.</p> <p><b>Actual Results:</b> 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"> <li>• <b>Monthly Newsletters:</b> 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.</li> <li>• <b>Participation in Cultural Events:</b> PAG participated in cultural celebrations, including Chamorro Month, Philippine Independence Day, and Liberation Day, reflecting Guam's rich cultural heritage.</li> <li>• <b>Community Support Activities:</b> 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.</li> <li>• <b>Port Week Celebration:</b> 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.</li> </ul>	<p><b>A</b></p>
<p><b>11. Facilitate Cross-Divisional Collaboration</b></p> <p><b>Brief Description:</b> 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><b>Expected Results:</b> Streamline workflows, improve collaboration through strategic projects, and ensure alignment with the 2024 Look Ahead plan.</p>	<p><b>A</b></p>



<p><b>Actual Results:</b>                  The Port Authority of Guam (PAG) implemented several initiatives to foster cross-divisional collaboration:</p> <ul style="list-style-type: none"> <li>• <b>Organizational Realignment:</b>                      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.</li> <li>• <b>Development of the Commercial Division Framework Analysis:</b>                      This analysis identified overlaps and streamlined duties within the Commercial Division, promoting efficiency and clearer role delineation.</li> <li>• <b>Implementation of the 2024 Look Ahead Plan:</b>                      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.</li> </ul>	
<p><b>12. Enhance Port Security and Support for Customs Operations</b></p> <p><b>Brief Description:</b>                  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><b>Expected Results:</b>                  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><b>Actual Results:</b>                  The Port Authority of Guam (PAG) took proactive steps to support Customs and enhance overall security operations:</p> <ul style="list-style-type: none"> <li>• <b>Port Security Grant Implementation:</b>                      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.</li> <li>• <b>Strengthened Port Policing and Oversight:</b>                      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.</li> <li>• <b>Advanced Security Technology:</b>                      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.</li> </ul>	<p><b>A</b></p>

<ul style="list-style-type: none"> <li>• <b>Customs Inspection Support:</b> 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.</li> <li>• <b>ZBV Backscatter Scanner and K9 Support:</b> 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.</li> <li>• <b>Federal Advocacy:</b></li> <li>• 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.</li> </ul>	
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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.

<b>Employee' Signature:</b> 	<b>Date:</b> 12/12/24
<b>Board Chairperson Signature:</b> 	<b>Date:</b> 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><b>Port Authority of Guam General Manager Evaluation Report Fiscal Year 2024</b></p> <p><b>Introduction</b></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.

<b>Board Chairperson's Signature:</b> 	<b>Date:</b> 12/12/24
<b>Employee' Signature:</b> 	<b>Date:</b> 12/12/24

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