



LEGACY BOOK



PORT STRONG

50 Years of Grit, Resilience, and Service
Fueling Local and Regional Economies,
Partnerships, and National Security

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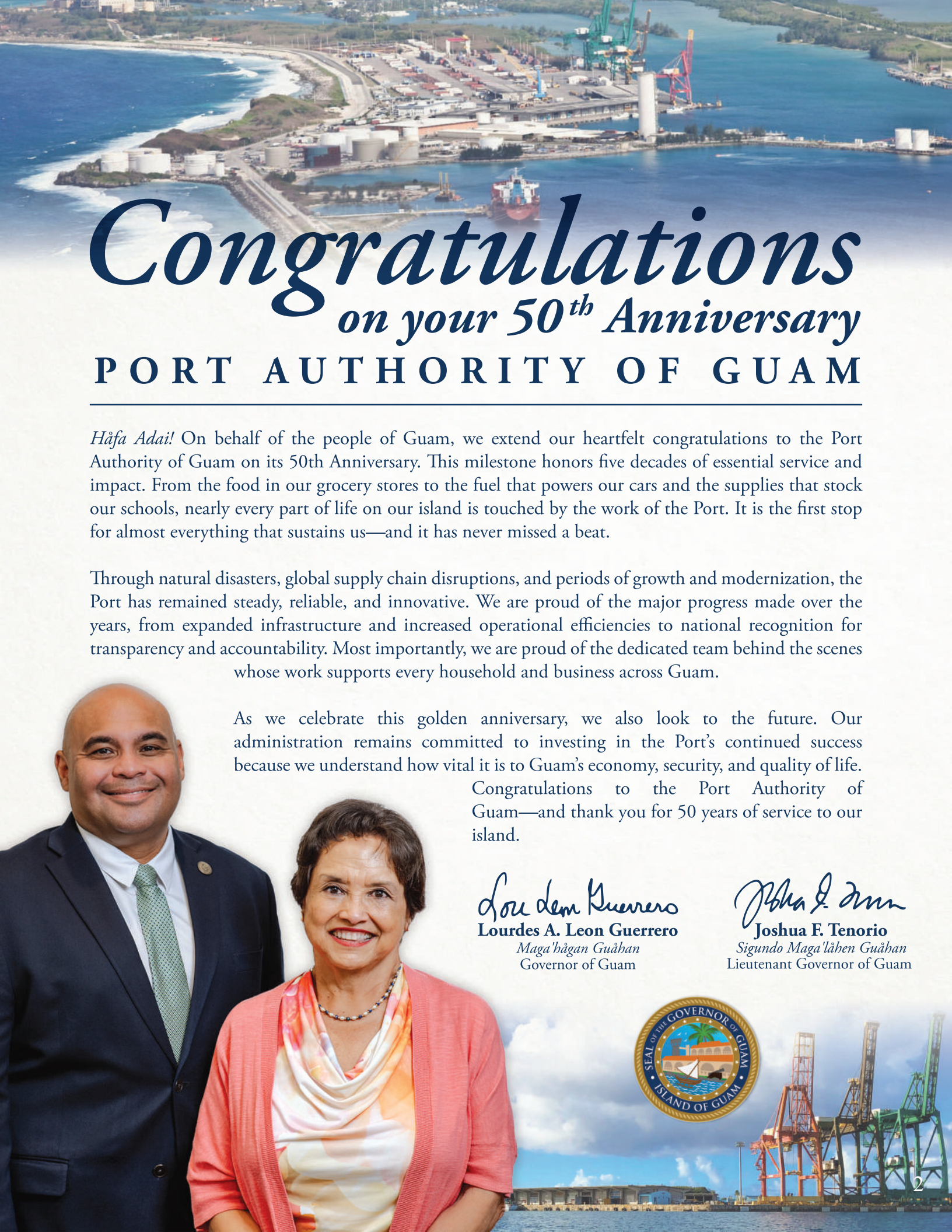
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An aerial photograph of the Port Authority of Guam, showing a large harbor with several ships, including a large red and white cargo ship. The port is surrounded by industrial facilities, including storage tanks and cranes. The water is a deep blue, and the sky is clear.

Congratulations on your 50th Anniversary

PORT AUTHORITY OF GUAM

Håfa Adai! On behalf of the people of Guam, we extend our heartfelt congratulations to the Port Authority of Guam on its 50th Anniversary. This milestone honors five decades of essential service and impact. From the food in our grocery stores to the fuel that powers our cars and the supplies that stock our schools, nearly every part of life on our island is touched by the work of the Port. It is the first stop for almost everything that sustains us—and it has never missed a beat.

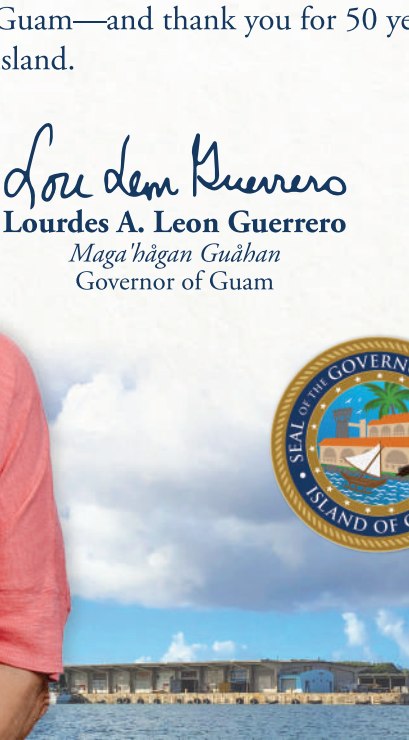
Through natural disasters, global supply chain disruptions, and periods of growth and modernization, the Port has remained steady, reliable, and innovative. We are proud of the major progress made over the years, from expanded infrastructure and increased operational efficiencies to national recognition for transparency and accountability. Most importantly, we are proud of the dedicated team behind the scenes whose work supports every household and business across Guam.

As we celebrate this golden anniversary, we also look to the future. Our administration remains committed to investing in the Port's continued success because we understand how vital it is to Guam's economy, security, and quality of life.

Congratulations to the Port Authority of Guam—and thank you for 50 years of service to our island.

A portrait of Lourdes A. Leon Guerrero, the Governor of Guam. She is a woman with short dark hair, wearing a pink cardigan over a white and yellow patterned top, and a necklace. She is smiling.

Lourdes A. Leon Guerrero
Lourdes A. Leon Guerrero
Maga'hågan Guåhan
Governor of Guam

A portrait of Joshua F. Tenorio, the Lieutenant Governor of Guam. He is a man with short dark hair, wearing a dark suit, white shirt, and green tie. He is smiling.

Joshua F. Tenorio
Joshua F. Tenorio
Sigundo Maga'låhen Guåhan
Lieutenant Governor of Guam



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HOUSE COMMITTEE ON
FOREIGN AFFAIRS

HOUSE COMMITTEE ON
ARMED SERVICES

HOUSE COMMITTEE ON
EDUCATION & WORKFORCE

To the Leadership and Staff of the
Port Authority of Guam,

Congratulations on reaching this incredible milestone.
50 years of remarkable stewardship and service to our island!

As someone who calls Guam home, and now has the distinct honor of representing our island in Congress, I have seen firsthand just how vital your work is to our daily life. You have kept Guam moving, often behind the scenes, sometimes without recognition, but never without impact. The Port is more than infrastructure. It's more than cranes and containers. It's the heartbeat of our economy and the gateway to nearly everything that sustains us.

For five decades, you've delivered more than goods. You've delivered reliability, resilience, and unity. You've powered small businesses, supported families, and stood strong through and every storm, literal and economic, that's come our way.

In Congress, when I talk about Guam's economic potential, I often think of the Port. Because you don't just connect us to the outside world, you keep the fabric of our community intact. From food on the shelves to equipment for our hospitals and supplies for our military, your impact touches every home, every family, every corner of our island.

You've also shown what it means to grow with purpose. With each expansion, each innovation, and each new generation of workers, the Port has shown us what it looks like to build toward the future while honoring the past.

So today, I join the people of Guam in saying: Si Yu'us ma'ase' for 50 years of hard work, dedication, and unwavering service to our island. Here's to your continued growth and to the next 50 years of excellence!

Respectfully,



James C. Moylan
Member of Congress



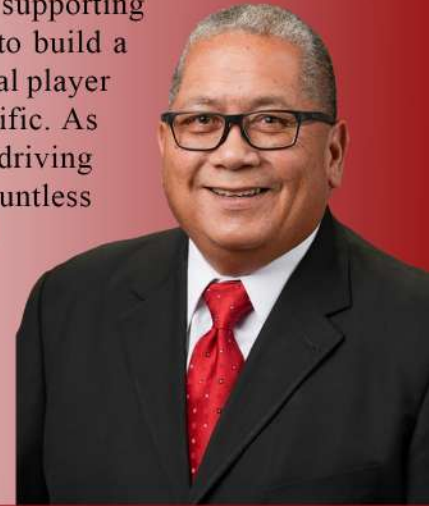


THE 38TH GUAM LEGISLATURE

A Message from the Speaker

This year marks the 50th anniversary of the Port Authority of Guam, a golden milestone that commemorates five decades of unwavering service, resilience, and dedication to the people of Guam. Since its establishment in 1975, the Port has stood as the lifeline of the island, facilitating over 90% of all imports and playing a central role in Guam's economic development, regional connectivity, and disaster resilience. Over the years, the Port Authority has modernized operations, expanded infrastructure, and adopted innovative practices to ensure the safe and efficient movement of goods. Its contributions extend beyond logistics supporting small businesses, generating local employment, and partnering with stakeholders to build a more self-sustaining and connected island community. The Port has also been a critical player in humanitarian and military efforts, serving as a strategic hub in the Western Pacific. As Guam continues to grow, the Port Authority remains a symbol of progress and unity, driving forward the vision of a prosperous future. On this 50th anniversary, we honor the countless individuals past and present whose hard work and commitment have built this vital institution. The Port of Guam is not just a gateway; it is the heartbeat of the island's economy and a pillar of its strength.

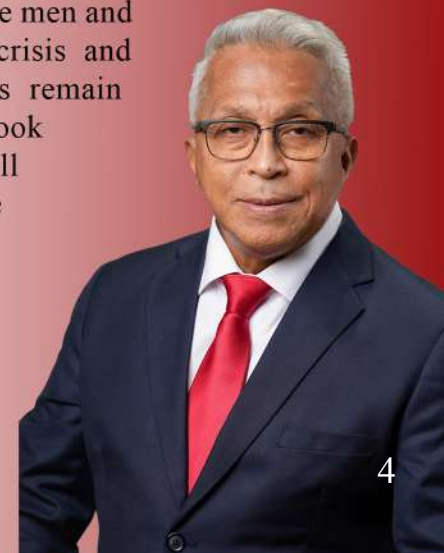
Senator Frank F. Blas, Jr.
Speaker of the 38th Guam Legislature



A Message from the Port's Chairperson

It is with great pride and admiration that I join the people of Guam in celebrating the 50th anniversary of the Port Authority of Guam. For five decades, the Port has stood as a cornerstone of our island's economic vitality and resilience serving as a vital gateway for goods, commerce, and opportunity. The Port's evolution reflects the dedication of its leadership and the tireless efforts of the men and women who have kept our supply lines moving, especially during times of crisis and challenge. Their work ensures that our families, businesses, and communities remain connected and supported. As we honor the legacy of the past 50 years, we also look toward a future filled with promise. I am confident that the Port Authority will continue to innovate, expand, and uphold its mission in service to our island and the region. Congratulations to the Port Authority of Guam on this momentous milestone and thank you for being the steady hand at the helm of our island's lifeline. Biba PAG!

Senator Jesse A. Lujan
Chairman: Committee on Transportation, Tourism, Customs,
Utilities, Federal & Foreign Affairs



A Message from the Commander



On behalf of U.S. Coast Guard Sector Guam, I extend heartfelt congratulations to the Port Authority of Guam on their 50th anniversary.

For five decades, the Port has served as the backbone of Guam's economy, ensuring the steady flow of goods and fostering growth across the region. Your dedicated workforce has upheld a vital supply chain, connecting our islands to the world and strengthening our community's resilience.

The Coast Guard values our longstanding partnership with the Port, working together to ensure safe and efficient maritime operations. As Captain of the Port, I commend your commitment to excellence and service. Looking ahead, we are confident the Port will continue to thrive, driving economic progress and innovation for Guam and beyond.

Un Dangkolo na Si Yu'os Ma'ase' for your team's unwavering dedication. We wish you continued success in the years to come.

Semper Paratus,

A handwritten signature in blue ink that reads "Jessica S. Worst".

Capt. Jessica Worst
Commander, U.S. Coast Guard
Forces Micronesia/Sector Guam



A Message from the Port Chairperson



Håfa Adai. It is with great pride that I offer congratulations on behalf of the Board of Directors of the Port Authority of Guam as we mark our agency's 50th Anniversary!

The Port's journey over the past five decades has been one of transformation, guided by visionary leadership, prudent governance, and a shared commitment to excellence. From enhancing port infrastructure to embracing technological innovation and strengthening transparency, our agency continues to evolve to meet the growing needs of our island and region.

As Chairperson of the Board, I extend my deepest appreciation to my fellow board members, past and present, whose stewardship and insight have been vital to the Port's strategic direction. I also thank the Port's management and especially the dedicated and hardworking men and women of the Port Authority of Guam for bringing our shared vision to life each day.

This golden anniversary stands as a testament to what we can achieve through collaboration, vision, and dedication. As we celebrate this milestone, we look ahead with a steadfast commitment to supporting the Port's continued growth and maintaining a world-class facility serving the people of Guam and our region well into the future.



Dorothy P. Harris
Chairperson, Board of Directors

Conchita S.N. Taitano, Vice-Chair
Fe Valencia-Ovalles, Secretary
Mark B.C. Mendiola, Member

A Message from the Port General Manager

Håfa Adai! Fifty years ago, the Port Authority of Guam was established to serve the people of Guam and strengthen our island's connection to the world. Today, I am honored to serve with Deputy General Managers Dominic Muna and Pacifico Martir as we celebrate our 50th Anniversary.

This milestone is a tribute to generations of Port employees, leaders, and partners, including the General Managers who came before me, who guided the Port through decades of growth and built the foundation we stand on today. The grit of Port employees, past and present, kept Guam moving through storms, a global pandemic, and times of change, ensuring the Port remained our island's lifeline by sustaining families, fueling businesses, ensuring Guam's energy security, and supporting national defense.

In recent years, we have secured full procurement delegation, rehabilitated our Marinas, earned recognition for transparency and good governance, maintained consecutive clean audits and positive cash flow, strengthened a robust financial management system, upheld a union contract, and secured over \$100 million in federal funds for modernization. These accomplishments reflect the strength of our team and our commitment to service.

Looking ahead, the Port is preparing for new gantry cranes and rehabilitated wharves and facilities while strengthening partnerships and collaborating with the Port Users Group. We are advancing sustainability through solar energy, environmental stewardship, and resilient infrastructure. With integrity, excellence, and unity, I hope as the Port's longest serving General Manager that future governance honors those who led before me and keeps Port employees front and center and mission focused.

Thank you for your trust over the past five decades, and for standing with us on the journey ahead.

Rory J. Respicio
Port General Manager





ATOSSCOM
Association of Terminal Operators, Stevedoring and
Shipping Companies of Micronesia

Lee C. Cabrera, President
Charles B. Stinnett, Vice President
George R. Torwan, Treasurer
Steven P. Muna, Secretary

Congratulations Port of Guam!

**50 years of service to the people of Guam and the
Micronesia Region! Biba!**

On behalf of the Association of Terminal Operators, Stevedoring, and Shipping Companies of Micronesia (ATOSSCOM), congratulations to the Jose D. Leon Guerrero Commercial Port of Guam on your 50th Anniversary!

The Port of Guam plays a vital role in regional maritime logistics, acting as a key transshipment hub for ATOSSCOM membership ports. Its commitment to Stevedore training through the Water Transportation Training Program ensures a skilled workforce, essential for efficient cargo handling and maritime operations. Over the decades, this partnership has strengthened connections across the industry, fostering growth and expertise.

Celebrating your 50th, the ATOSSCOM has witnessed the Port of Guam embrace progress, navigate through challenging times, and remained steadfast in its mission towards continued service to the island community and neighboring islands in the Micronesia region.

The Port of Guam's 50 years of service is a remarkable milestone, reflecting its commitment to technological advancement, infrastructure upgrades, security enhancements, and equipment acquisitions. These developments have reinforced its role as a vital maritime hub, ensuring progress, sustainability, and resilience for the region.

As we celebrate this achievement, we express gratitude to all –past and present – who have contributed to its legacy and played a role in building a foundation of success. Your efforts have made a lasting impact, guiding the way for future generations. *Biba Port Authority of Guam!*



The Port's Legacy



PORT STRONG

50 Years of Grit, Resilience, and Service Fueling Local and Regional Economies, Partnerships, and National Security

Forward

For centuries, Guam has stood as a vital port of call in the Pacific, a crossroads where global powers and seafaring traditions converged. For more than 300 years, Spanish galleons passed through these waters, anchoring Guam as an essential stop for the empire's trade routes. Following the Spanish-American War, the island entered a new era under American administration, serving as the United States' Western Pacific coaling and shipping station. Except for a brief two-year period under Japanese occupation during World War II, the U.S. Navy controlled Guam's port facilities until 1951.

That year marked a turning point. Civilian management stepped forward, and the Commercial Port of Guam was born. In its very first year of operation, the port handled nearly 86,000 revenue tons of cargo, a remarkable feat for an island community transitioning into self-sustained trade. Operating on just over 24 acres of land leased from the Navy on a 90-day revocable basis, its single pier stretched 1,900 feet along the southwest shore of inner Apra Harbor. Though modest in size, this facility became Guam's gateway to the world, a center of commerce that carried both the promise of growth and the responsibility of

sustaining island life for generations yet to come.

What began as a humble operation quickly grew into the heart of Guam's economy and a symbol of resilience. Over time, the Port expanded its facilities, modernized its equipment, and developed the skilled workforce that continues to carry its mission forward. Each decade has added new chapters, some marked by challenge and others by transformation, all reinforcing the Port's role as the island's lifeline to global trade.

This is more than a history, it is a journey through time. From the dawn of civilian management in the 1950s, to periods of expansion, innovation, and modernization, the Port's story mirrors the growth of Guam itself. Each milestone tells how far we have come and sets the stage for the future still ahead.

So let us take you on this voyage through the decades, where every era reveals another step in shaping the Port's legacy: from a small naval station pier into the world-class commercial gateway that now stands as a proud testament to 50 years of grit, resilience, and service.

1950s

Establishing Civilian Control



The end of World War II brought continued U.S. Navy control of Guam, including its commercial port. That began to shift in 1950 with the passage of the Organic Act of Guam, which established a civilian government under the U.S. Department of the Interior. This marked a pivotal moment in the island's history.

In 1951, as part of this shift, operational control of the Commercial Port of Guam was transferred from the Navy to the Department of the Interior, which then authorized the Government of Guam's Department of Commerce to manage it.



At the time, the Port's activity was limited, with only Atkins Kroll & Co. servicing the island every 15 to 25 days, often taking ten days to offload a ship. A few years later, Getz Brothers Co. began operations with less frequent service. These two companies handled all shipping until 1962, when more agencies entered the market, reflecting Guam's growing commercial momentum.

1960s

Building a Modern Foundation



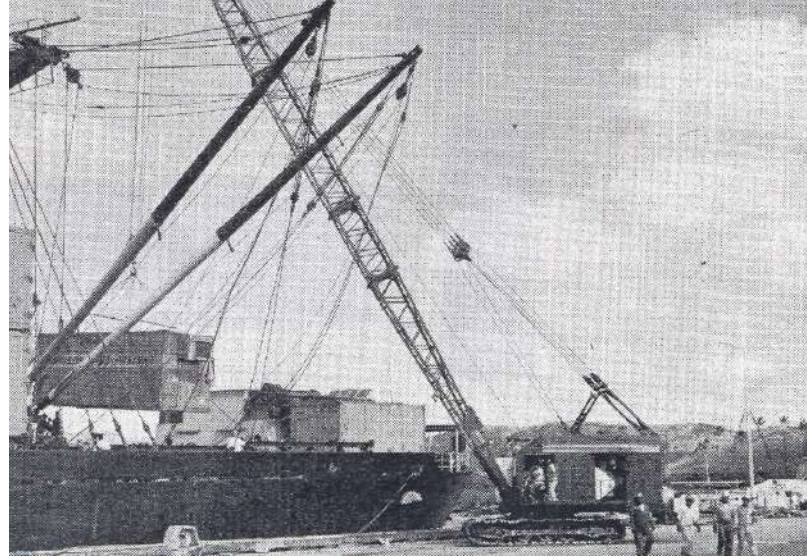
By 1964, the Commercial Port had become one of Guam's most critical economic assets.

In recognition of its importance, the federal government allocated more than \$12 million under the Rehabilitation Act of 1963 for major infrastructure development. The modernization was completed in three phases:

1. Construction of wharves, a fender system, and dredging;
2. Building a transit shed, administration office, warehouse, and maintenance facilities; and
3. Adding a second transit shed, container shed, control tower, gantry crane track, equipment shed, container yard, and security fencing.

In 1966, a total of 62 acres of land was officially transferred from the U.S. Navy to the Department of the Interior, with 30 acres allocated to the Port and the remaining 32 acres set aside for an industrial park. After years of coordinated development, in June 1969, full use and control of the modernized port and facilities were officially transferred to the Government of Guam.

By the end of the decade, the Port Authority of Guam was handling an average of 278,046 revenue tons of cargo annually, with tariff rates between \$2.12 and \$3.20 per ton, depending on cargo type. As of 1967, the Port employed 205 permanent and more than 1,100 temporary workers, demonstrating the Port's growing impact on employment and the economy.



1970s

Embracing Autonomy and Resilience

To meet the growing need for efficient and reliable cargo services, Senator A.A. Sekt introduced Public Law 13-87, enacted on October 31, 1975. The law reestablished the Commercial Port of Guam as a public corporation and autonomous instrumentality of the Government of Guam. Renamed the Port Authority of Guam, the agency was tasked with achieving self-sufficiency, raising funds for capital improvements, and managing its own finances.

The 14th Guam Legislature approved the first Board of Directors, and Carlos P. Bordallo was appointed as the Port Authority's first General Manager. He faced immediate challenges, taking over an operation with no available cash

and more than \$1.5 million in deficit. His early priorities included establishing the agency's retirement fund, developing personnel rules and regulations, and restoring the Port's financial stability.

In 1976, just a year into autonomy, Typhoon Pamela struck Guam, severely damaging the island infrastructure. The Port sustained significant damage, but quickly mobilized recovery efforts. The Federal Disaster Assistance Administration (FDAA) approved a reimbursement of \$238,801, and the U.S. Navy funded key repairs to the Port's lighting and fender systems, a testament to the Port's importance to national and regional logistics.





To meet rising global trade demands, the Port Authority of Guam invested in its operational capacity and purchased its first used gantry crane from PACECO. A second used crane was purchased in 1977, from PACECO for \$2.3 million, along with 10 new yard tractors, dramatically improving cargo handling speed and efficiency. That same year, the Board of Directors approved the first tariff amendments since the Port's original formation.

In 1978, an agreement with the U.S. Navy secured an additional 11 acres of land on Cabras Island for expanded container yard storage. By the end of the year, the Port adopted its first official Harbor Rules and Regulations, which were later approved by the Governor.

Despite economic headwinds from a global recession, the Port Authority of Guam achieved profitability just three years after gaining autonomy, reporting net earnings of \$897,277. This milestone reflected strong leadership, smart investments, and the Port's essential role in sustaining Guam's economy and maritime commerce.





Congratulations to the Port Authority of Guam on 50 years of service!

This significant milestone reflects decades of dedication and service to Guam and the region. Your continued growth and success remain vital to the island's economy and future. Matson is proud to share a long-standing partnership with the Port Authority of Guam. We are committed to connecting island communities for generations to come.

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1980s

A Decade of Expansion and Excellence



As the 1980s began, the Port Authority of Guam experienced a decade of significant growth in both cargo throughput and operational capabilities. With the approval of the 1981 Port Master Plan by the Board of Directors, the Governor, and the Guam Legislature, the agency set a clear path for expansion.

Key land acquisitions propelled the Port's physical and strategic expansion. In accordance with U.S. Public Law 96-418, 927 acres of federal property on Cabras Island were transferred for commercial use. The U.S. Navy conveyed a 7-acre fuel storage facility with its pier and related assets to the Government of Guam, which later placed it under Port management. Additional transfers included 32 acres for expanded storage capacity and the realignment of Route 11 to provide a scenic shoreline corridor. In 1984, operational control of Guam's marinas, including the Agana Boat Basin, was transferred from Parks and Recreation to the Port Authority, expanding the agency's mandate to include recreational boating facilities.

Operational performance reached record levels. In 1983, Port employees achieved a productivity rate of 37.6 container moves per hour, ranking 4th among U.S. Lines' 45 international ports. By 1985, Guam climbed to 2nd place. This success was fueled by investments in modern equipment, enhanced employee training, and implementation of a new compensation and classification plan aligning wages with comparable Navy civil service roles.

Employee morale and engagement reached new heights through the introduction of the "Quality Circle Concept,"

which fostered weekly collaboration between staff and supervisors to resolve operational issues at the ground level. This model of inclusive decision-making contributed to high performance and culminated in record profits of \$3.8 million in 1984.

The Port also began investing in automation. After three years of planning and more than \$500,000 in funding, a new Integrated Financial System was launched. This system computerized general accounting, billing, container tracking, maintenance work orders, and operations data, ushering in a new era of digital efficiency.

In 1987, the original 1960 Port Master Plan was revised to support Guam's continued economic development. A comprehensive five-year Capital Improvement Plan outlined the timeline for 16 major projects, focusing on yard expansion, infrastructure upgrades, new equipment, IT enhancements, and workforce development. By decade's end, more than \$53 million had been invested in these efforts, laying the foundation for continued success in the decades to come.



1990s Rebuilding Through Adversity

The 1990s marked a period of continued progress, strategic investments, and resilient recovery for the Port Authority of Guam. Guided by its updated Master Plan, the agency completed major projects including the Harbor of Refuge and Agat Small Boat Harbor, and received control of Hotel Wharf from the U.S. Navy, boosting passenger vessel activity. Guam's role in the tuna transshipment industry surged, with an average of 25 to 30 longliners and eight purse seiners calling on the Port daily. In response, Port leadership evaluated warehouse and open yard space to better serve the island's growing fishing sector. This decade also saw the completion of the fuel pipeline upgrade, securing a vital link in Guam's fuel distribution system.

In the early 1990s, Port employees received several pay adjustments to support workforce morale and ensure competitive compensation. These initiatives included the reassignment of pay ranges, restored seniority pay, and a \$5,440 general pay increase for all Government of Guam employees. Funded through more than \$5.4 million from Port revenues, these measures reflected a commitment to recognizing employee contributions and aligning compensation with government-wide standards, ultimately reinforcing the Port's role as a valued public employer.

Despite global economic challenges, including a recession in the U.S. and Japan, the Port remained a steady force, handling more than \$2 million revenue tons of cargo in 1991. That same year, 13 of the 16 projects in the 1987



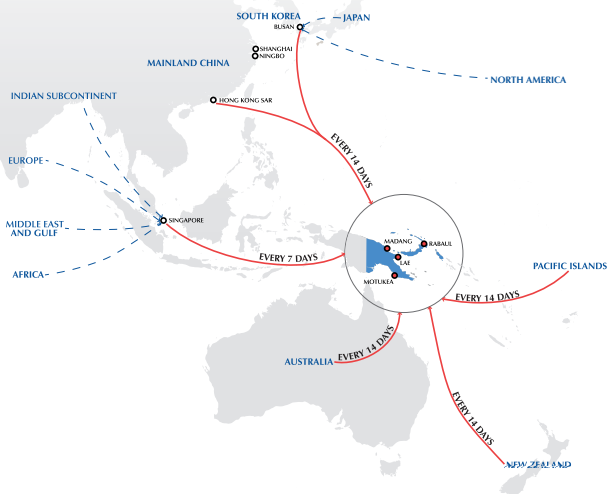
Capital Improvement Plan (CIP) were completed, including Phase II of the Agat Marina, Phase I of the container yard expansion, docking facility repairs, and petroleum-handling upgrades. The launch of Project TEAM, Together Everyone Achieves More, fostered collaboration between staff and management, improving morale and productivity.



Swire Shipping proudly congratulates the Port of Guam on its 50th anniversary

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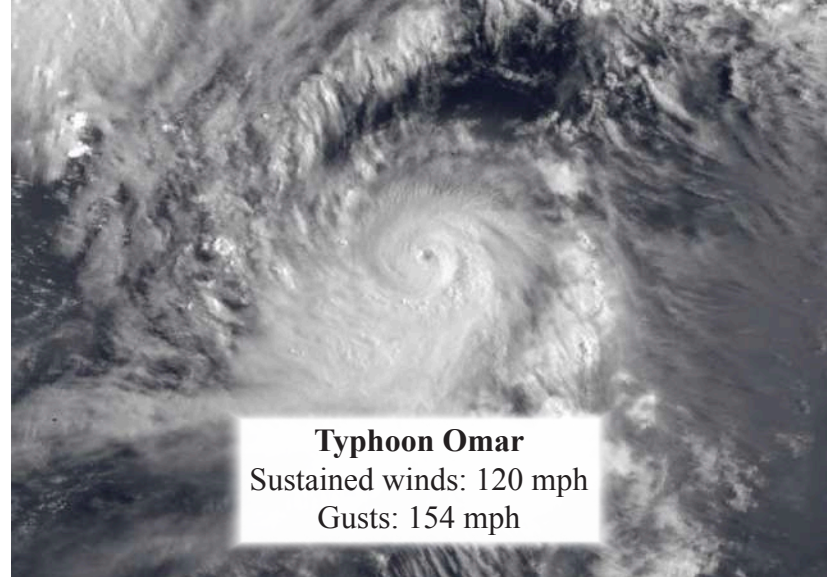
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The year 1992 became known as “The Year of the Typhoon.” Guam weathered two major storms, including Typhoon Omar, which caused more than \$450 million in damage to the island and sank 13 fishing vessels. Later that year, Typhoon Gay hit in November, which brought further destruction to an already battered island. Although global and regional conditions affected cargo movement, key advancements continued, including the signing of the Crane Relocation Agreement. A 40-foot Hitachi crane was transferred from Subic Bay to Guam, enhancing maintenance and training operations.

In 1993 a massive 8.1-magnitude earthquake, the strongest to strike Guam in 84 years, caused an estimated \$17 million in damage and brought operations to a halt. A geological survey found structural failure along 1,900 feet of bulkhead and crane runway, with the wharf shifting up to two feet seaward. Emergency reconstruction efforts led to the demolition and replacement of 560 feet of the wharf with a new reinforced concrete structure with integrated crane rail girders. Remarkably, Port operations resumed just ten days later on August 18, 1993, though congestion and loss of pier access temporarily hindered productivity.

Despite these challenges, Guam’s fisheries industry saw a record 2,500 vessel calls. The Port played host in July 1994 to the 81st Annual Conference of the Pacific Coast Association of Port Authorities, drawing 111 delegates and showcasing Guam’s hospitality and potential in Pacific trade.

Mid-decade, the U.S. government announced plans to scale back naval operations in Apra Harbor. This presented new opportunities for economic expansion, with the Port Authority of Guam and Guam Economic Development Authority (GEDA) working closely under the Base Realignment and Closure (BRAC) program to



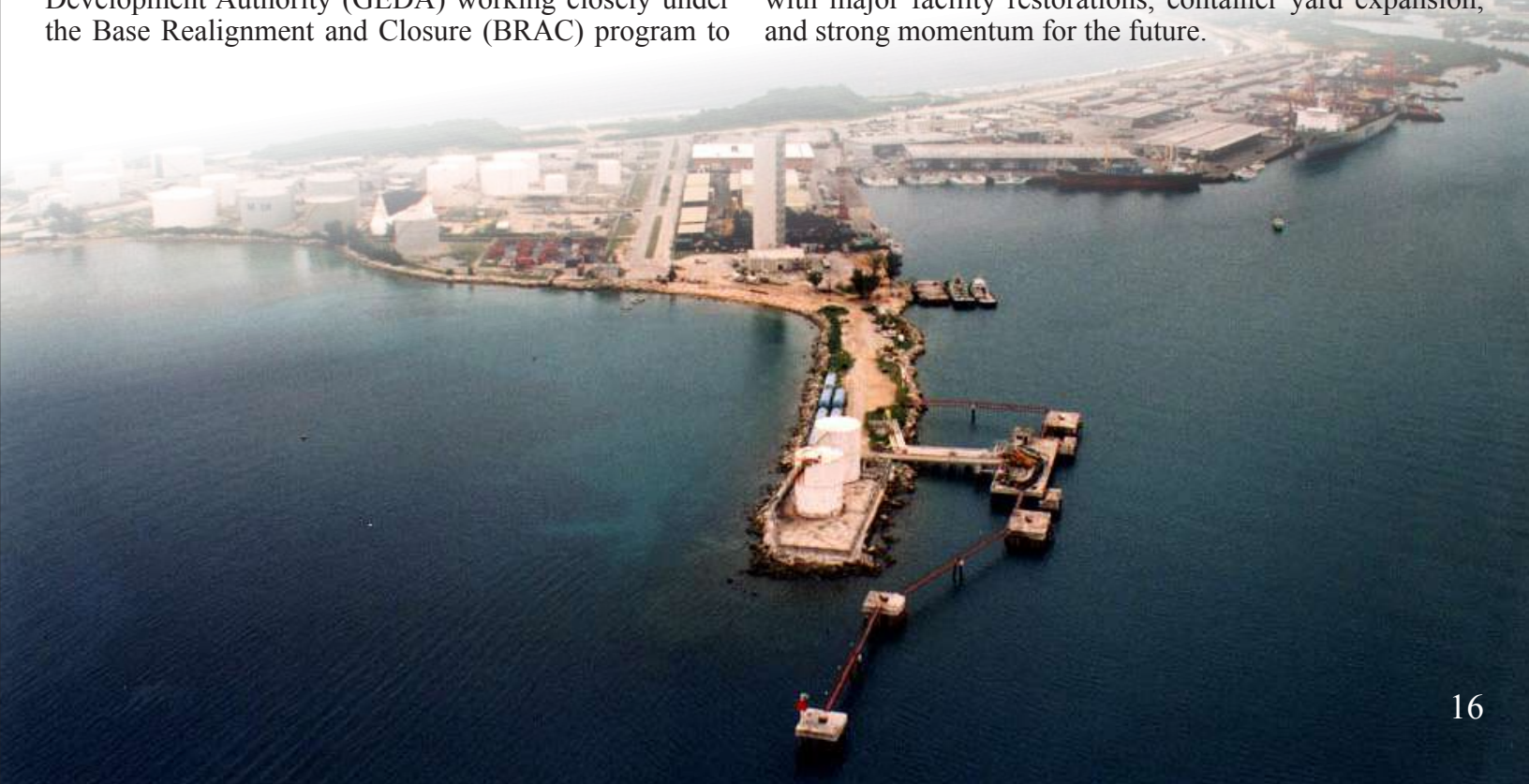
Typhoon Omar
Sustained winds: 120 mph
Gusts: 154 mph

develop former Navy facilities for commercial use.

In 1997, BRAC decisions led to the closure of key Navy assets, including the Ship Repair Facility and Fleet Industrial Supply Center, opening the door to major redevelopment.

After five years of planning and construction, the Port celebrated the completion of its new \$12.4 million pier on August 28, 1998, marking a major milestone in its recovery and modernization efforts. This achievement was complemented by significant upgrades to the F-1 fuel pier and the acquisition of 16 new yard tractors and three side loaders, enhancing the Port’s cargo-handling capacity and overall operational efficiency.

By the end of the decade, the Port had overcome adversity and delivered record-breaking performance. In FY1998, employees handled 2,052,566 revenue tons of cargo, surpassing the previous record set in 1991. The decade closed with major facility restorations, container yard expansion, and strong momentum for the future.





Anchored in Partnership

A thriving port is the lifeblood of every island economy – and for half a century, the Port Authority has delivered.

As a company that's grown alongside this region, we recognize the Port Authority's invaluable role and thank them for being a steady anchor in our shared journey.

Happy 50th Anniversary!



2000s

Modernization, Security and Strategic Growth

By the year 2000, the Port Authority of Guam turned its focus to modernization and the new millennium. The Port's updated Master Plan focused on reclaiming inner harbor facilities through the BRAC process. It outlined strategies for expanding cargo capacity and attracting new maritime industries such as cruise services and bolstering the fisheries industries.

Another major priority was updating the Port's automation and computer system. A \$3 million contract was awarded to Sanford Technology for the installation of an IBM AS400 system and JD Edwards financial software, along with a Graphic Tracking System for terminal cargo operations.

Along with a new financial software and container tracking system, the Port underwent a comprehensive management audit conducted by Ernst & Young in collaboration with the Singapore Port Authority. Key recommendations included personnel realignment, the acquisition of new gantry cranes, a tariff study, and operational restructuring. These efforts would help boost performance resulting in improved container movement rates and reduced vessel turnaround times.

Recognizing the critical need to address decades of stagnant



tariffs, the Port retained the Cornell Group to conduct a comprehensive review and revision of the terminal tariff. This vital initiative was compelled by the fact that major container charges had remained unchanged since 1993, with many other rates frozen since 1983, despite steadily rising labor and operational costs. There was a significant disparity with Guam tariffs compared to most other U.S. ports which were considerably higher. Concurrently, a major regulatory milestone was achieved with the signing of the Harbor Rules and Regulations into law in December 2001. This pivotal legislation empowered the Port to fully implement the Compulsory Pilotage Act of 1999, enabling the licensing of harbor pilots and establishing a robust framework for more effective vessel traffic management, significantly enhancing safety and operational control within Guam's vital harbor waters.

Just as progress was being made, the Port faced a series of profound challenges in the early 21st century that would test its resilience and shape its future. The terrorist attacks of September 11, 2001, caused an immediate decline in cargo flow, disrupting both imports and exports. This downturn contributed to a broader economic slowdown for the island.

The events of 9/11 also marked the start of a new era in maritime security. The Maritime Transportation Security

Act (MTSA) and the International Ship and Port Facility Security (ISPS) Code were introduced, requiring ports nationwide to strengthen security measures. The Port Authority met this challenge head-on, developing and submitting a full-scale Facility Security Plan by the federally mandated deadline of July 1, 2004.

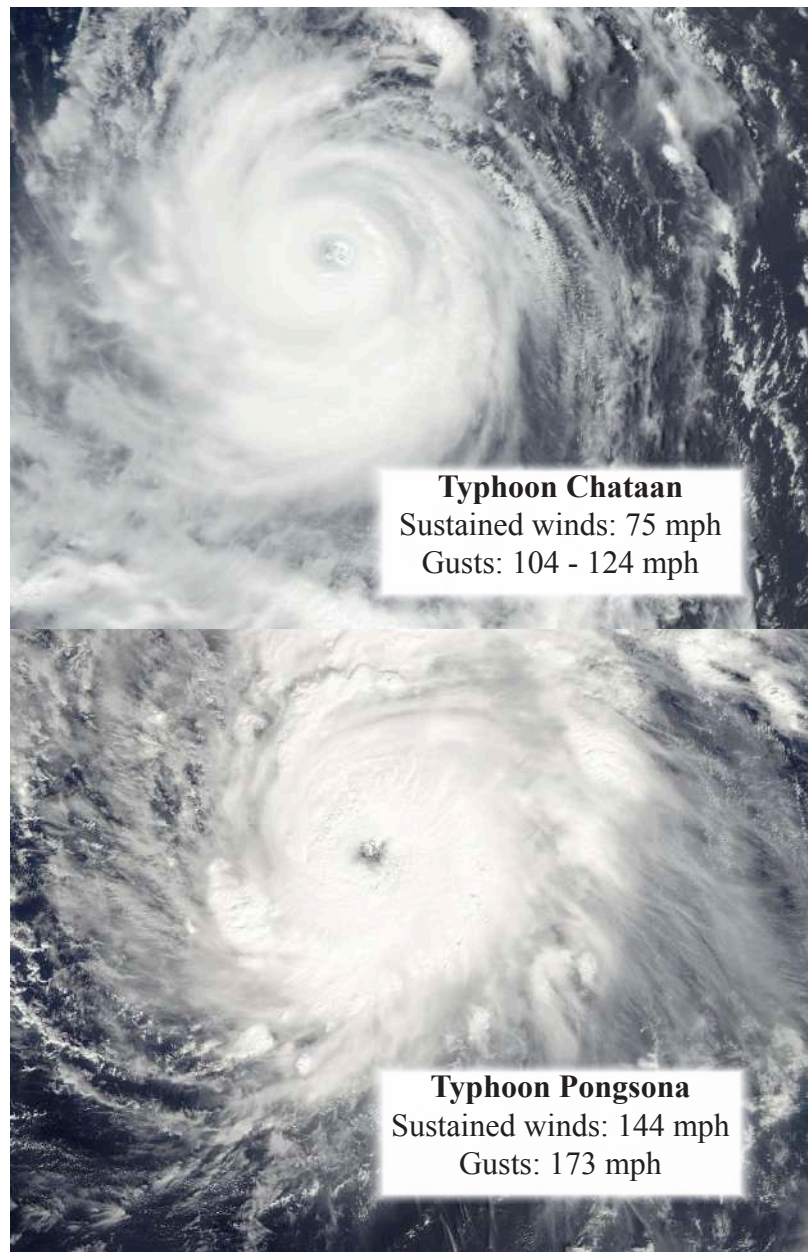
With the support of the United States Coast Guard, the Port further enhanced its security systems and protocols. By the July 1 deadline, it had achieved full implementation of its comprehensive security program. This accomplishment placed the Port among the top five percent of ports nationwide in achieving MTSA compliance.

Amidst evolving security challenges in the modern era, the Port of Guam successfully secured more than \$799,000 in federal grants through the Transportation Security Administration to significantly enhance its security infrastructure. This critical funding, made available during a period of heightened security requirements, enabled the implementation of comprehensive security upgrades including state-of-the-art CCTV systems, walk-through detectors, advanced surveillance technology, and improved fencing and lighting throughout the container yard. These improvements not only strengthened the Port's ability to protect its facilities, personnel and cargo but also demonstrated the Port's commitment to maintaining the highest standards of maritime security while ensuring the smooth flow of commerce through this vital Pacific gateway.

Amidst the ongoing security transformation and economic strain, the Port was struck again by nature's force on October 13, 2001, when a powerful 7.1 magnitude earthquake caused major damage throughout the island. The F1 pier, gantry rails, administration building, critical equipment and other Port properties suffered severely, with an estimated \$8 million in damage.

The year 2002 brought extraordinary challenges for the Port. On July 5th, Typhoon Chataan made a direct hit on Guam with gusts exceeding 110 miles per hour. The storm caused roughly \$3 million in damage to critical infrastructure, including the terminal yard, gantry cranes, marinas, and buildings.

Recovery was still underway when disaster struck again. On December 8, 2002, Super Typhoon Pongsona roared across the island with winds reaching 144 mph and gusts up



Typhoon Chataan
Sustained winds: 75 mph
Gusts: 104 - 124 mph

Typhoon Pongsona
Sustained winds: 144 mph
Gusts: 173 mph



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to 173 mph. The storm compounded the destruction left by Chataan, inflicting severe damage to Port facilities. A massive fire, sparked by the typhoon, destroyed four oil tanks near the Administration Building and forced a complete week-long shutdown of Port operations.

Pongsona alone caused an additional \$2.9 million in damage to Port properties and equipment, marking 2002 as one of the most devastating years in the Port's history. Through these successive challenges, economic shock, security requirements, and natural disasters, the Port demonstrated remarkable adaptability and dedication to maintaining its role as Guam's economic lifeline. The Port's finances eventually rebounded, handling a record 2.16 million revenue tons of cargo and 82,310 containers.

A pivotal moment in the Port's modern history occurred when the Board of Directors sought a public-private partnership lease for terminal operations, maintenance, and equipment. Enacted without employee input, the measure led the Port to hire Mercator Transportation Group to prepare a Request for Proposals (RFP) in compliance with the law.

Three companies submitted bids, and International Container Services, Inc. (ICTSI) was selected as the most favorable partner. However, when negotiations began in January 2006, they were met with immediate and strong opposition from Port employees. Sustained protests and widespread concern over potential privatization led to the termination of negotiations with ICTSI in April 2006.

This employee-led pushback directly influenced the passage of Public Law 31-35, authored by Senators Thomas C. Ada, Rory J. Respicio and Judith P. Guthertz. This landmark legislation prohibited the sale of the Port of Guam and permanently ensured its ownership remained with the people of Guam.

In 2007, the Port Authority of Guam updated its 1999 Master Plan and embarked on a milestone journey with the launch of the ambitious 2007 Port Master Plan and Port Modernization Program. The 30-year, \$260 million initiative focused on critical maintenance repairs of waterfront facilities and essential dredging to be implemented in two phases. This comprehensive strategy was designed to address the impending military buildup and relocation of Marines to Guam, while simultaneously accommodating the long-term organic growth of the region.

To keep pace with evolving strategic needs, the Port awarded Parsons Brinckerhoff (PB) the contract to serve as the Agency's Owner Agent/Engineer (OAE). In this role, PB represented the Port in developing engineering designs to launch the Modernization Program, driven in part by the significant U.S.-Japan force realignment that would relocate Marine Expeditionary Force personnel



and their families from Okinawa to Guam.

A major turning point came in 2008 with the passage of U.S. Public Law 110-417, in which Congress authorized the creation of the Enterprise Fund and the MARAD-PAG Partnership. This innovative framework provided the financial tools necessary to advance the Port's modernization initiatives.



A vital step toward workforce equity came when the Port addressed critical salary disparities revealed in Alan Searle's comprehensive compensation analysis, which highlighted gaps between Guam and stateside counterparts. In response, Senators Thomas C. Ada, Frank F. Blas, Jr. and Adolpho B. Palacios authored Public Law 30-43. This law, adopted by the Port in July 2009, pioneered a groundbreaking reform authorizing a market-based compensation model with performance-based adjustments. This transformative legislation enabled the Port to establish a fair pay framework balancing internal equity with external competitiveness across relevant labor markets. Applied specifically to maritime, certified, technical, and professional positions, the law empowered the Port to elevate employee salaries to at least the 25th market percentile, a landmark commitment to valuing its workforce while strengthening operational excellence and retention of skilled talent.

Meanwhile, the Port's growing strategic importance was reinforced in September 2009 when the U.S. Military Surface Deployment and Distribution Command officially granted the Port of Guam "Strategic Port" designation, solidifying its critical role in national defense and regional logistics. This designation underscored the Port's critical role and facilitated increased federal investment, improved access to infrastructure funding and strengthened partnerships with military and commercial stakeholders.





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In the mid part of the era, Matson Navigation Company and Horizon Lines, LLC proposed a groundbreaking solution to purchase, refurbish, transport, and erect three gantry cranes from the Port of Los Angeles at their own cost of \$18 million to include crane upgrades and modifications.

The Board of Directors swiftly authorized a five-year License Agreement granting the carriers non-exclusive use of the Port's gantry rails and related infrastructure. Under this proposed arrangement, Matson and Horizon paid monthly rent of \$23,556.61 for rail access for the operation of their own cranes with the use of Port personnel. The arrangement would only be enforceable upon the successful purchase of the POLA cranes by Matson and Horizon. The agreement also allowed a tariff abatement for stevedoring services, creating a mutually beneficial framework that modernized equipment and strengthened the Port's capabilities



while preserving public assets and demonstrating fiscal ingenuity.

The three cranes arrived in February 2009 and were fully operational by April of that year. Their addition significantly increased the Port's cargo-handling capacity, positioning the agency to better serve the demands of the military buildup and the region's growing trade activity.

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At the Helm: 50 years



Roy P. Duenas
1/13/1983 - 1/30/1986



Eulogio C. Bermudes
5/16/1995 - 7/6/1998



Gregorio C. Sanchez
2/12/1979 - 5/6/1981



David B. Tydingco
2/12/1987 - 2/15/1993



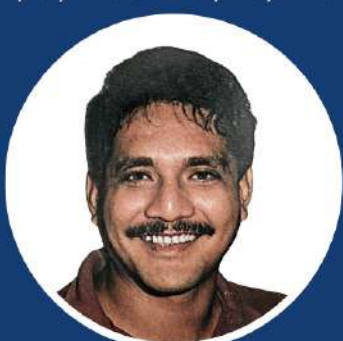
Francisco P. Ca
9/10/1999 - 1/7/



Carlos P. Bordallo
3/1976 - 12/1978



Frank R. Perez
2/5/1986 - 2/13/1987



Joseph Q. Cruz
1/29/1999 - 8/15/1999



Benigno M. Palomo
5/11/1981 - 1/12/1983



Pedro A. Leon Guerrero, Jr.
3/24/1993 - 1/03/1995



Jose
1/8/200



of Leadership



Joseph W. Duenas
7/1/2006 - 2/16/2007



Enrique J.S. Agustin
2/17/2010 - 1/4/2011



Rory J. Respicio
1/8/2019 - Present



macho
/2003



Carlos H. Salas
2/4/2008 - 8/7/2008



Mary C. Torres
2/20/2012 - 12/19/2012



Kenneth T. Tagawa
7/1/2007 - 2/1/2008



Pedro A. Leon Guerrero, Jr.
1/5/2011 - 2/17/2012



Joseph F. Mesa
03 - 6/30/2006



Glenn A. Leon Guerrero
8/8/2008 - 2/12/2010



Joanne M. Brown
12/20/2012 - 12/18/2018

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2010s Infrastructure Renewal and Strategic Positioning



The 2010s marked a transformative era for the Port Authority of Guam, characterized by significant infrastructure upgrades, enhanced security measures and strategic positioning to support both commercial growth and national defense objectives.

The dawn of the 2010s marked a pivotal era for the Port with the launch of its ambitious Port Modernization Program to be executed in two phases. Phase I-A and I-B prioritized urgent waterfront repairs and capacity upgrades to handle near-term military buildup cargo and Guam's organic population growth. Implementation began in 2010 with Phase I-A, a cornerstone initiative which added 4.6 acres to the container yard, a 10-acre expansion of breakbulk laydown area, renovation to the Container Freight Station (CFS) Building and the creation of a new gate complex to expedite cargo processing. Infrastructure upgrades were also made to the Electrical Load Center ensuring uninterrupted power supply in the event of a power outage.

This critical phase was fully funded through the landmark \$50 million appropriation from the Department of Defense and administered by the U.S. Maritime Administration. Funding was further supplemented by a \$54.5 million loan from the USDA, securing the resources needed to



fortify the Port's immediate operational resilience. Looking ahead, Phase II, envisioned for 20 years later, addresses long-term cargo demands across Guam and neighboring islands, ensuring the Port's readiness for sustained regional growth.

A major regulatory change occurred when the Port Authority of Guam was placed under the oversight of the Public Utilities Commission (PUC). This streamlined the process for adjusting rates and addressed a pressing financial challenge. Despite steadily rising operational costs, the Port's tariffs had not been updated since 1993. Under the new framework, the

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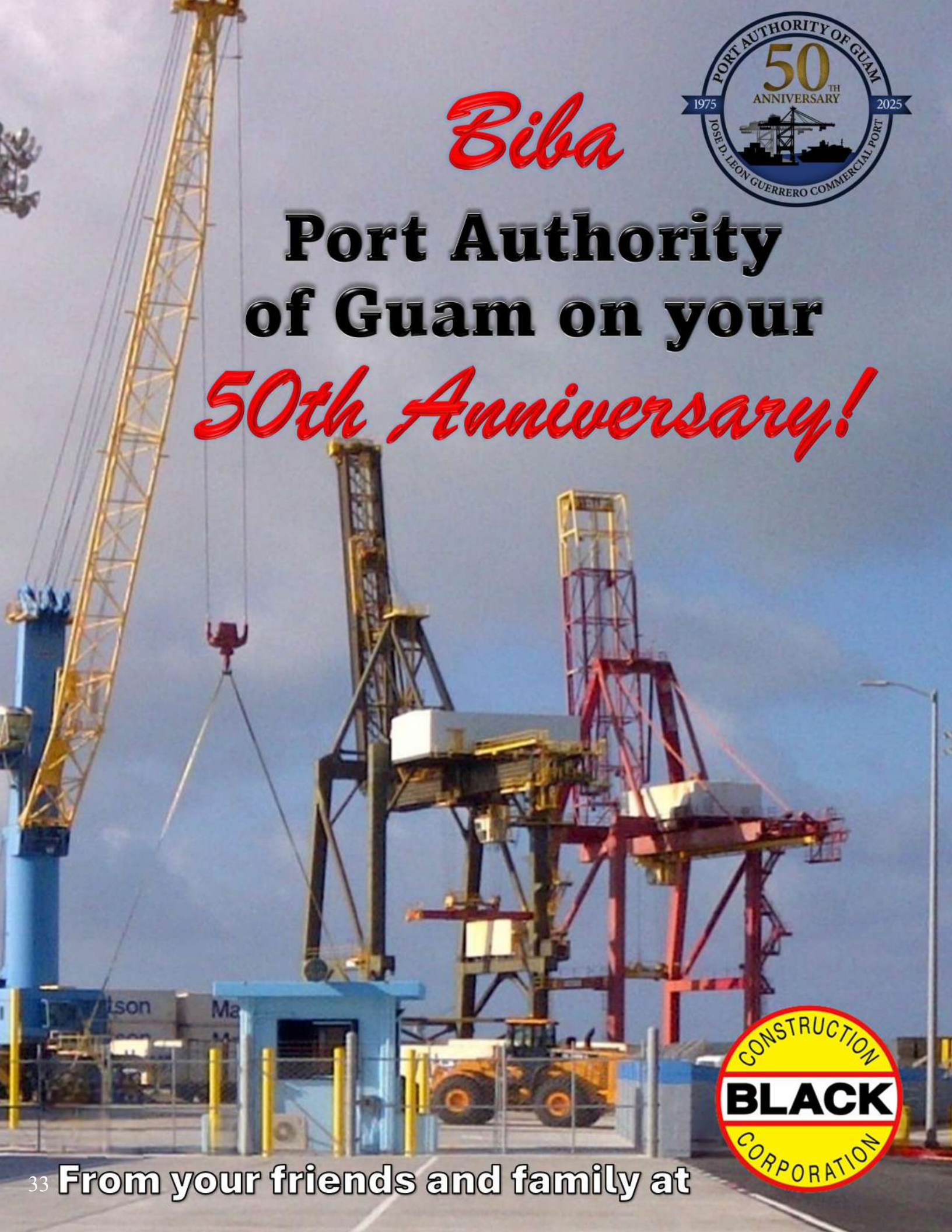
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Port petitioned the PUC for a modest 3.4 percent increase across multiple areas, including cargo handling, bunkering, wharfage, easement leases, facility maintenance, marina, and mooring fees. The PUC approved the request, and the new rates took effect in the first quarter of 2010. This was the first tariff adjustment in 17 years and it provided much-needed revenue to fund critical projects. By modernizing its tariff structure, the Port established a stronger and more sustainable financial foundation to support the infrastructure investments outlined in the Port Modernization Program.

Public Law 31-145, authored by Senators Thomas C. Ada, Rory J. Respicio and Adolpho B. Palacios, was signed into law on November 17, 2011. This legislation mandated the purchase of at least two gantry cranes by December 31, 2012. The Port acted decisively to comply with the law which also required the execution of a Performance Management Contract to oversee the operations and maintenance of the new POLA cranes. In mid-2012, the Board of Directors approved Resolution No. 2012-05, authorizing the landmark sales agreement with Matson and Horizon, as well as an interim maintenance agreement with Matson Navigation Company. The terms included the sale of three POLA cranes and spare parts for \$12 million. Crucially, the agreement authorized Matson to manage a comprehensive maintenance and refurbishment program, encompassing material procurement, spare parts replenishment, and repair services. This strategic partnership ensured the Port met its legal obligations while securing operational excellence and long-term reliability of its critical cargo-handling assets. By the end of December 2012, the Port owned the three POLA cranes.

In response to the Department of Defense's decision to scale back and re-set its ambitious Guam Military Buildup Program, the Port's Owner Agent Engineer, PBI, was tasked

with developing the critical 2013 Master Plan update. This comprehensive review meticulously assessed the Port's current condition and identified key elements essential for ensuring continuous sustainability long into the future. The resulting updates provided a balanced and pragmatic roadmap, prioritizing essential near-term improvements over a focused five-year horizon to effectively position the Port for the anticipated, scaled down, military build-up requirements. The update also outlined a visionary framework of 20-year long-term improvements specifically targeted at achieving financial sustainability for the Port.

By January 2013, the Port broke ground on long awaited and anticipated projects under the Port Modernization Program, also called the Guam Commercial Port Improvement Program, that was divided into three phases:

- Phase 1 - Renovation of CFS Building into a 7,200 sq. ft., single story office building for Port Operations, enclosure of existing doorways, and installation of roll-up doors;
- Phase 2 – Demolition of Warehouse 2 and other related structures, construction of a Wash Rack Facility, and yard surface paving to increase breakbulk staging area to approximately 9 acres; and
- Phase 3 – Facility expansion to include extending the Port container yard by 4.6 acres, installation of high mast lighting, new terminal gate complex and runway, installations of oil water separators, expansion of east breakbulk yard and construction of a dedicated suppression water tank.

By the end of 2015, MARAD closed out projects under the Guam Commercial Port Improvement Program with the Port recording an increase in capital assets by more than \$125 million.



In June 2018, the Port, in cooperation with GEDA, successfully completed the sale of \$71.445 million in Port Revenue Bonds. This momentous occasion was validated by the highest-ever investment ratings from S&P and Moody's for any Government of Guam entity at that time, a powerful testament to the Port's sound financial health and operational stability. The proceeds from this successful bond issuance were strategically allocated to serve multiple critical purposes: funding a range of essential capital improvement projects, refinancing four outstanding loans to achieve more favorable terms, bolstering the debt service account, covering capitalized interest, and paying all associated issuance costs. These capital improvement projects were essential to the Port's long-term growth, safety, and operational readiness. They included the full rehabilitation of the historic Hotel Wharf and its access road, the strategic relocation of critical waterlines, and key repairs to the Equipment Maintenance and Repair Building (EQMR), Warehouse 1, and Golf Pier. Together, these upgrades strengthened the Port's infrastructure and ensured it will remain resilient and capable of serving Guam for decades to come.

The year 2019 truly stood as a year of profound transformation for the Port, marked by exceptional financial recovery and restored operational autonomy. Financially, the Port achieved a remarkable 92 percent improvement in earnings from operations, reversing a prior deficit to

recognize an increase in net position of \$3.5 million, a stark contrast to the \$103,000 deficit reported in the FY2018 audit. This fiscal resurgence was complemented by decisive administrative action, as the Port successfully averted the potential cancellation of its critical insurance coverage, a legacy issue stemming from non-payment by the prior administration.

Internally, a significant step toward labor stability was taken when the Port and union representatives returned to the negotiating table to augment the long-stalled 2012 union contract, building a new agreement founded on the rule of law, fairness, transparency, and a structure that promotes a healthy employee-management relationship. Externally, the Port's progress was bolstered by legislative and governmental support. In October of 2019, Senator Clynton E. Ridgell authored Public Law 35-44. This legislation authorized increased funding, including the Port's share of the TIGER grant, for a range of vital projects which included the construction of an annex building, repairs to waterfront facilities and Warehouse 1, expansion of the EQMR building, and the installation of a crucial fuel connectivity line.

Closing out this landmark year, the Port regained conditional procurement authority, a significant autonomy it had not possessed for more than a decade, restoring greater efficiency and control over its operations.

TRANSCO proudly salutes the **Jose D. Leon Guerrero Commercial Port** on their **50th Anniversary**.

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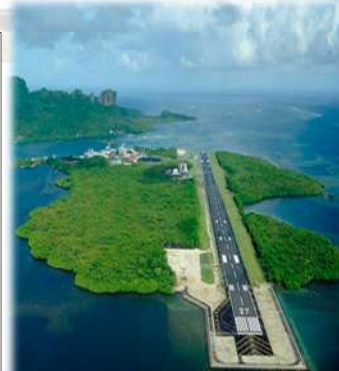
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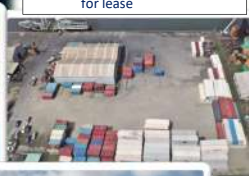
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The year 2020 will be remembered as a defining test of resilience, as the COVID-19 global pandemic brought unprecedented challenges to our island and the world. When the Governor of Guam declared a public health emergency in March 2020, Port management sprang into action, swiftly establishing comprehensive guidelines for all shippers, agents, and staff to mitigate risk and protect our workforce, tenants, and customers. Demonstrating extraordinary commitment, the Port established a dedicated clinic. Nurses from the Department of Public Health and Social Services (DPHSS) as well as the Department of Education, provided essential care not only to employees and tenants, but also to transiting vessel crew members and the surrounding community. The “new normal” forced our team to rapidly adapt to new ways of working, yet our employees worked tirelessly to ensure the Port remained 100 percent operational, safeguarding the uninterrupted flow of vital goods and supplies to Guam and the region.

In mid-2020, when a spike in positive cases threatened our operations, a team of employee volunteers stepped up, becoming certified contact tracers to ease the burden on the DPHSS. The team conducted internal contact tracing and kept the Port community informed through consistent E-advisories. Despite all these measures, we tragically lost our colleague Henry I. San Nicolas on November 4, 2020. Henry is remembered as a frontline hero whose dedication and service embodied the Port’s spirit of resilience.

Amid this public health crisis, the Port’s financial stability remained unshaken, a fact powerfully validated when Moody’s Investor Services and Standard & Poor’s affirmed our strong credit ratings of BAA2 and A, respectively, on the Port’s 2018 Revenue Bonds, showcasing the world of its unwavering ability to meet financial obligations even in the most trying of times.

Among these operational challenges, 2020 also marked a critical institutional turning point when the Chief Procurement Officer for the Government of Guam granted the Port full delegation of procurement authority, a power lost 14 years prior. This restored autonomy, which continues today, empowered the Port to streamline critical supply chains and accelerate pandemic response without bureaucratic delays. Simultaneously, the Port spearheaded a comprehensive update to its master plan, recognizing the need to realign with evolving military buildup dynamics and redefine its strategic vision. This initiative focused on three pillars: modernizing infrastructure to meet future demands, ensuring long-term fiscal sustainability amid economic uncertainty, and fostering greater transparency and consensus among stakeholders and ratepayers. Together, these milestones positioned the Port not just to navigate through the crisis, but to emerge with stronger self-governance and a clear roadmap for the next 50 years.

Internally, 2020 also revealed the extraordinary strength



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of the Port's workforce through an organizational climate survey that invited employees to anonymously share their workplace experiences. The response was remarkable: an 89% participation rate from 356 employees reflected deep investment in the agency's future. Results painted an overwhelmingly positive portrait of organizational health, with employees reporting job satisfaction at unprecedented levels and declaring morale at an all-time high. Specific metrics underscored this resounding endorsement: 99 percent expressed pride in working for the Port, 97 percent affirmed management's accessibility and approachability, and 98 percent confirmed a genuine open-door policy while agreeing the Port is a great place to work. Further validation came in employees' confidence in leadership integrity: 91 percent felt management is fair, 93 percent praised transparency, and 92 percent affirmed accountability, powerful testaments to a culture of trust and mutual respect that flourished even amid global uncertainty.

Despite COVID-19's operational headwinds, including extended cargo vessel berthing hours and reduced container moves per hour, the Port accelerated its transformation in 2021 through unwavering resilience and strategic modernization. Management proactively elevated the Port's profile with federal policymakers in Washington D.C., aggressively pursuing funding for critical infrastructure while spearheading grant and loan applications for two new ship-to-shore gantry cranes. A technological leap came in May with the launch of the Enterprise One financial management system platform, integrating General Accounting, Procurement, Human



Resources, and Inventory modules to automate workflows and eliminate paper-based inefficiencies. Simultaneously, the Port's Owner Agent Engineer WSP (formerly Parsons Brinkerhoff) was tasked to redesign tariff structures under principles of revenue neutrality, transparency, and modernization. November brought a landmark breakthrough: Governor Lou Leon Guerrero allocated \$15 million in American Rescue Plan Act (ARPA) funds for capital projects and crane acquisition. Financial discipline remained paramount as independent auditors issued a third consecutive unmodified (clean) opinion on the Port's financial statements, with no material weaknesses in federal program controls, cementing the Port's status as a low-risk auditee and national model for operational integrity.





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Here's to continued success in the years ahead!



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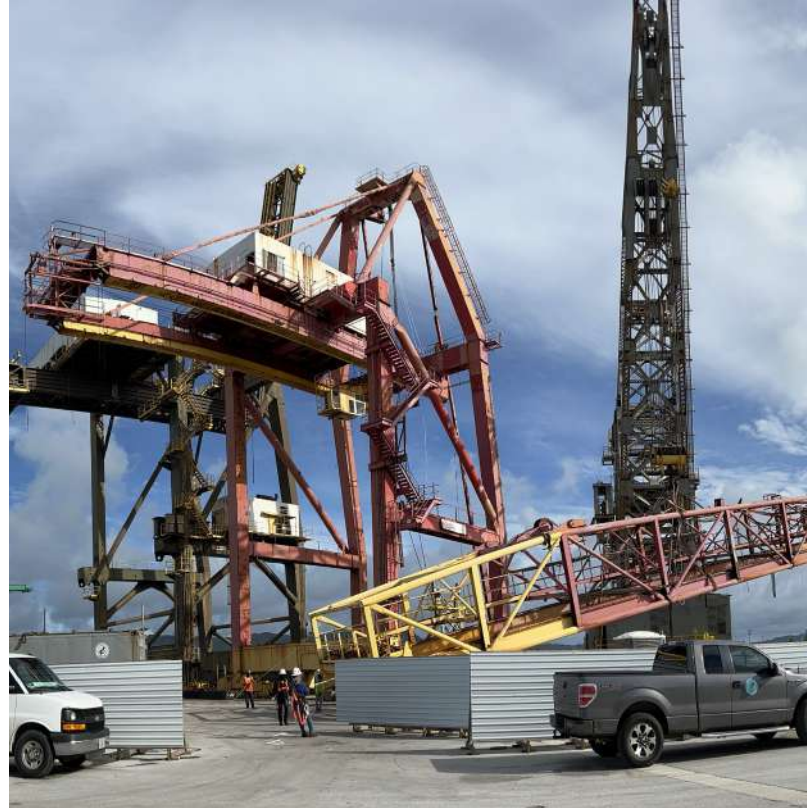
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The year 2022 marked a year of tangible progress and strategic expansion for the Port Authority of Guam. In March, a ribbon-cutting ceremony launched the demolition of outdated infrastructure, including two ship-to-shore gantry cranes, rubber-tired gantries, a mobile harbor crane, and sunken barges at F-6, paving the way for increased cargo capacity. Environmental stewardship took center stage as derelict vessels were removed from Apra Harbor through unprecedented coordination with the Guam Environmental Protection Agency, the Guam Power Authority, the U.S. Navy, and the Governor's office. Financially, Moody's Investors Service affirmed the Port's stability with an A3 bond rating (upgraded in FY2021 from negative ratings in FY2018), citing Guam's as the sole commercial port on island, low leverage, and solid liquidity.

A significant regulatory challenge emerged with the Buy American Act's domestic sourcing requirements, which complicated procurement of new ship-to-shore gantry cranes, critical infrastructure needed to replace demolished assets and accommodate future cargo growth. Despite these hurdles, the Port engaged federal partners to navigate compliance while prioritizing Guam's operational needs.

Operationally, the Port completed a wide range of projects that strengthened security, efficiency, and infrastructure. These included the purchase of a U.S. EPA Tier 4 generator with fuel storage at LC-3, deployment of handheld readers for Port Police, and the installation and upgrade of a modern CCTV surveillance and access control system to enhance maritime security. Other completed improvements included 24 new cylindrical fendering systems at Wharf F-3, upgraded fendering from F-3 to F-6, construction of three concrete terminal gate booths, installation of an EQMR building canopy, and repairs to the Agat Marina catwalk.



Workforce development accelerated with reinstated certifications for crane operations, hazardous waste response, and terrorism prevention, and cross-training between Operations and Equipment Maintenance divisions. Leadership excellence was exemplified as Port General Manager Rory J. Respicio became the Port's first certified Maritime Port Manager and Executive by the International Association of Maritime and Port Executives. For the third consecutive year, an anonymous employee climate survey drew an 88 percent response rate (306 of 346 employees), reaffirming overwhelming job satisfaction, record-high morale, and confidence in management support, solidifying 2022 as a cornerstone year in the Port's legacy.





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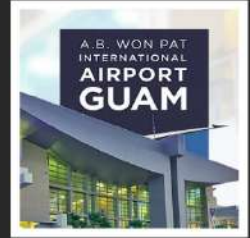
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The year 2023 accelerated the Port's transformation with groundbreaking initiatives in infrastructure, resilience, and operational excellence. In March, the Port broke ground on the \$4.8 million waterline replacement project to replace 50-year-old deteriorating pipes, resolve 15 major leaks, and upgrade systems to meet NFPA, U.S. Coast Guard, and local building code firefighting standards. April brought another milestone with the \$3.1 million EQMR Building and Warehouse 1 hardening project, addressing 79,000 square feet of structural repairs, mechanical and electrical upgrades, fire protection improvements, and corrosion mitigation. The Board also unanimously adopted the 2023 Master Plan, sharpening focus on four pillars: asset hardening against geopolitical threats, environmental stewardship, zero-waste initiatives, and strategic resilience.

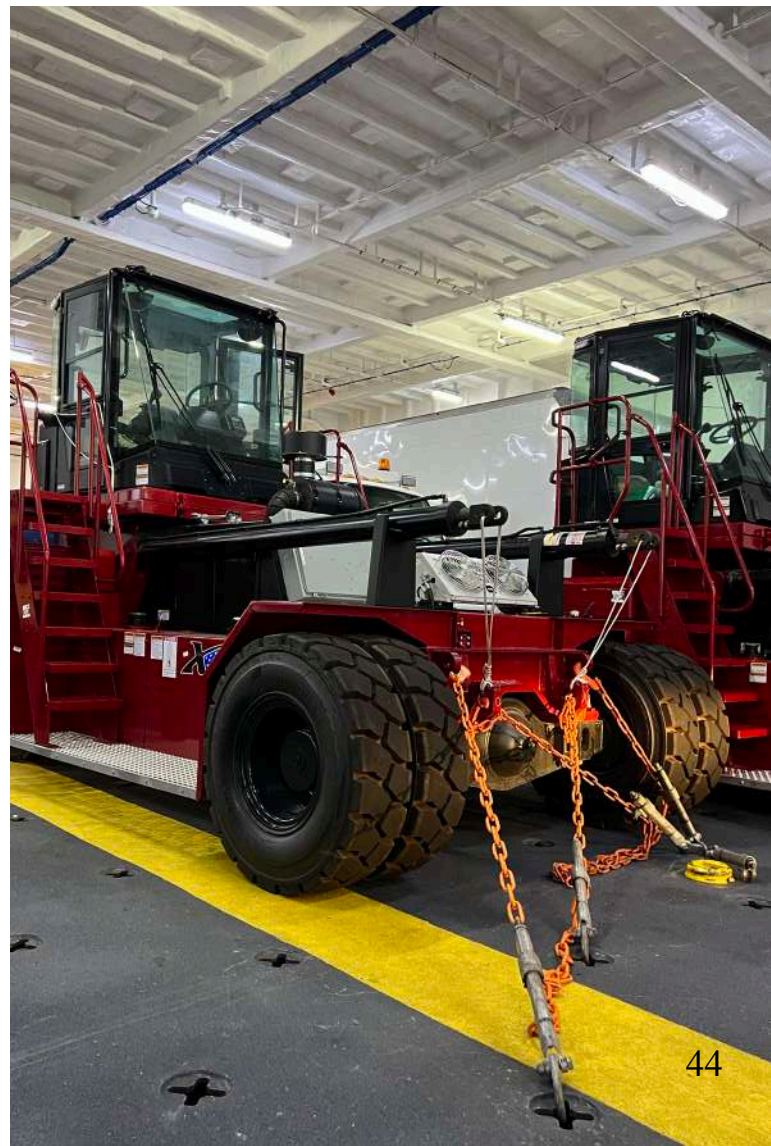
Operational capacity advanced with the completion of STS gantry crane specifications, federal grant submissions for at least two new cranes, and the arrival of new yard equipment under a \$5.7 million MARAD grant, including top-loaders, side-loaders, forklifts, and reefer generators. Security was strengthened with the installation of the Radar Intrusion and Vessel Tracking System gearbox to enhance harbor monitoring and threat detection.

Recognition followed these efforts. The Port earned both the local First Place Platinum Award and the national Certificate of Excellence from the Association of Government Accountants for its Citizen-Centric Report, secured its fourth consecutive Low-Risk Auditee status, and maintained strong credit ratings with Moody's Baa2 and S&P's 'A' stable outlook. Audit results reflected a \$12.6 million net position increase and operating revenue growth from containers and rental income.

The Port's resilience was tested and proven when Typhoon Mawar struck on May 24, 2023 with winds in excess of 140 mph. Within three days, working with the U.S. Coast Guard and federal partners, terminal yards were cleared, fuel and cargo operations restored, and critical goods offloaded. The Port was fully operational, supporting island recovery and reaffirming its role as Guam's lifeline. Additional highlights included welcoming the first cruise ship since the pandemic and hosting U.S. Department of the Interior Assistant Secretary Carmen Cantor to discuss the Master Plan and funding for new gantry cranes. Together, these achievements cemented a secure, sustainable, and globally competitive future for the Port of Guam.

The Port Authority demonstrated remarkable resilience throughout 2024, continuing restoration efforts following the devastating impact of Typhoon Mawar while driving forward an ambitious vision for the future. The Port tackled major infrastructure repairs, prioritized FEMA-funded restoration of Golf Pier and F1 Pier, and launched long-term strategies to strengthen Guam's supply chain.

Central to this vision was the Board of Directors' adoption of the 2024 Look Ahead plan, a strategic framework aligned with



the vision of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio. Built on national security, infrastructure enhancement, environmental sustainability, and workforce development, the plan commits to sustainability and environmental stewardship, empowers employees through succession planning, drives operational efficiency, financial stability, and accountability, and strengthens partnerships with local and federal agencies, shipping lines, the Port Users Group, and other stakeholders.

A cornerstone of the plan is a \$40.2 million Capital Improvement Program to fund federal grant projects and critical yard equipment purchases, including pursuing the first new ship-to-shore gantry cranes in the Port's history. On April 25, 2024, the Board authorized the procurement of up to three cranes to replace the aging cranes as part of a modernization initiative. The Port also launched its Sustainability Plan with a \$1.45 million U.S. Department of Defense grant to advance zero-emissions, zero-waste, and resiliency studies in collaboration with the First Gentleman's Zero Waste Task Force.

Throughout 2024, the Port achieved milestones in operations, governance, and community engagement. Guam welcomed a record-breaking 10 cruise ships, strengthening its role as a premier cruise destination in the Western Pacific. The Annual Employee Survey saw exceptional engagement, with 84 percent participation and overwhelmingly positive ratings: 98 percent reported positive work experiences, 93 percent affirmed workplace



safety and effective Typhoon Mawar communication, 91 percent cited adequate resources and high morale, and 90 percent recognized management's commitment to their well-being. This unity was celebrated with the unveiling of a custom "Port Strong" challenge coin.

The Port earned national recognition for governance and financial leadership, including its third Transparency Award from the Association of Government Accountants for its Citizen-Centric Report and the 2024 AGA Distinguished Local Government Leadership Award to General Manager Rory J. Respicio for transforming a \$103,000 deficit into a \$26.4 million surplus in five years. A clean FY2023 audit





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from Ernst & Young confirmed strong fiscal management, while S&P Global maintained the Port's "A" rating and Moody's affirmed its Baa2 credit rating.

Infrastructure advancements included the \$1.94 million rehabilitation of Agat Marina Dock B with new restrooms, CCTV systems, and storm-resistant materials, expanding capacity to 162 slips. The Port also began a terminal tariff review with WSP to optimize revenue and applied for a \$12 million federal grant under the NTIA Digital Equity Program to create broadband-enabled Community Resource Centers at Hagåtña and Agat Marinas while upgrading the Terminal Operating System.

In September of 2024, the Board approved pursuing a Public-Private Partnership to manage and maintain Guam's fuel piers and tank farm, ensuring long-term sustainability of critical fuel infrastructure and supporting military readiness in the Indo-Pacific.

Through strategic foresight, operational excellence, and steadfast commitment to its mission, the Port closed 2024 stronger, more resilient, and better prepared to meet the demands of the decades ahead.

The year 2025 dawned with a clear sense of purpose at the Port Authority of Guam, marked by decisive action, strategic planning, and meaningful progress that advanced modernization, resilience, and operational excellence.

The Board of Directors set the tone in January with the

adoption of the 2025 Look Ahead plan that builds upon the successes of the 2024 Look ahead and sets a strategic roadmap for operational excellence, sustainability and resilience in the coming year.

January 2025 also brought national recognition as the Port earned its fourth Certificate of Excellence in Citizen-Centric Reporting from the Association of Government Accountants for its FY 2023 report, underscoring its commitment to transparency and accountability. A major breakthrough came with a U.S. Department of Transportation Buy American waiver, removing domestic sourcing barriers for federally funded projects. This decision cleared the path for procuring new ship-to-shore gantry cranes, a critical step toward improving cargo handling capacity.

In February, the Board approved a petition to the Public Utilities Commission for 2025 Tariff Rates, continuing the revenue enhancement strategy. The Port's modernization program was accelerated with the purchase of two 40-ton loaded container handlers, three 10-ton empty container handlers, a 180-foot boom lift, nine container yard tractors, five 5.5-ton forklifts, and two 40-plug mobile reefer generators.

Tourism gained momentum with the arrival of the MS Asuka II carrying more than 1,100 passengers and crew. March brought the unveiling of the Port's 50th Anniversary logo and celebrations, as well as the arrival of nine new container yard tractors. Meanwhile, cold-chain capabilities were strengthened in April with the addition of two



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for 50 amazing years!**



mobile reefer generators. And then in May of 2025, the Port executed a \$10.5 million lease agreement with Black Construction Corporation, securing significant long-term infrastructure improvements including wharf resurfacing, security lighting, fencing, and new warehouse facilities.

Mid-year, the Port released its FY 2025 Mid-Year Management Performance Assessment and received a clean FY 2024 audit with a net position of \$34.3 million, up \$3.3 million from the prior year. The Port also earned a Silver award in the AGA Guam Chapter's Excellence in Citizen-Centric Reporting competition.

June brought five new forklifts from the U.S. Department of Transportation and ongoing work to secure gantry crane funding. In July, the Port broke ground on the Warehouse 1 Building Maintenance Project, ensuring continued safety and operational efficiency.

Throughout 2025, the Port maintained strong financial ratings from S&P Global and Moody's, celebrated record tourism milestones, and continued strategic investments in infrastructure and equipment. The year's achievements reflected not only operational gains but also a culture of accountability, innovation, and resilience that will guide the Port into its next chapter of service to Guam and the region.



A Vision for the Next 50 Years

Reflecting on five decades of service, the Port Authority of Guam stands as a powerful testament to resilience in recovery, forged through challenges and strengthened by unwavering resolve. From our humble beginnings to our role today as the region's largest and most vital seaport, our journey has been shaped by the dedication and expertise of our employees, guided by a clear vision for the future, and anchored in our mission to serve Guam with excellence.

The Port Strong spirit has carried us through economic shifts, global supply chain disruptions, and natural disasters, each time emerging stronger, wiser, and more capable of meeting the demands of a changing world. We have embraced modernization, advanced sustainability initiatives, and strengthened our operational capabilities to ensure we remain the indispensable lifeline of our island and the surrounding region.

Looking ahead, we see a future defined by innovation, resilience, and shared prosperity. The next 50 years will bring new technologies, larger vessels, and evolving global trade patterns that will require us to adapt with agility and foresight. We will continue to invest in infrastructure that can withstand the forces of nature and geopolitical uncertainty, ensuring uninterrupted service for the people who depend on us. We will expand our capacity to meet

the needs of a growing economy, enhance environmental stewardship to protect our island's natural beauty, and pursue forward-thinking initiatives that reduce our carbon footprint and move us closer to a zero-waste future.

Our success will continue to be rooted in strong partnerships. We are grateful for the leadership of the Governor of Guam, the Lt. Governor, and our Board of Directors, whose vision and guidance have been instrumental in shaping our progress. We value the collaboration of federal and local partners, shipping lines, agents, the Port Users Group, and all stakeholders who contribute to the resilience and efficiency of Guam's supply chain. Most of all, we honor the men and women of the Port Authority of Guam, whose skill, commitment, and determination define the meaning of Port Strong.

As we turn the page to the next chapter in our history, we do so with the same grit, resilience, and service that have fueled our growth for half a century. We envision a Port that is not only a hub of commerce but also a model of sustainability, a driver of economic opportunity, and a trusted partner in safeguarding the security and prosperity of our island home and the Western Pacific Region. Together, we will build on our proud legacy, seize new opportunities, and ensure that the Port remains a vital force for generations to come.



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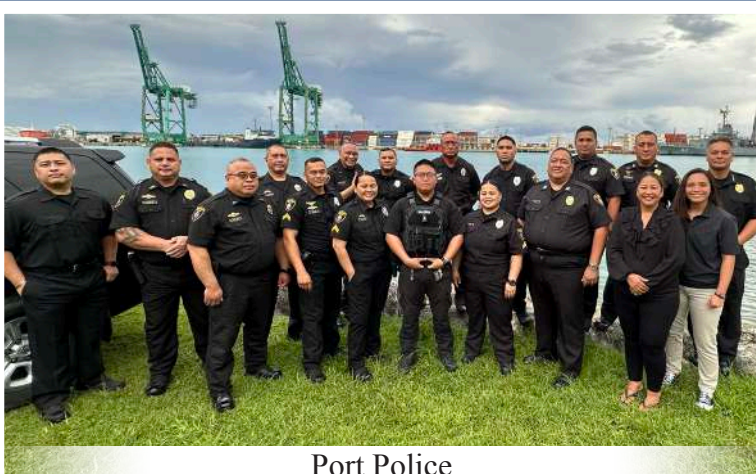
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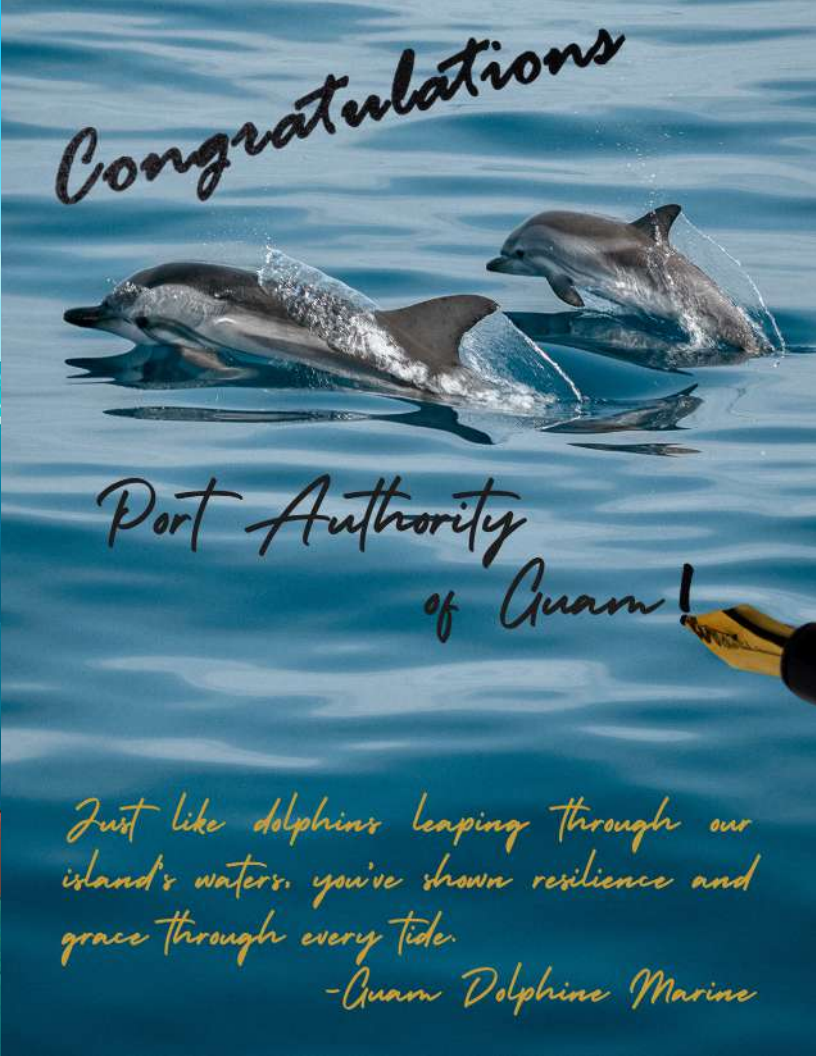
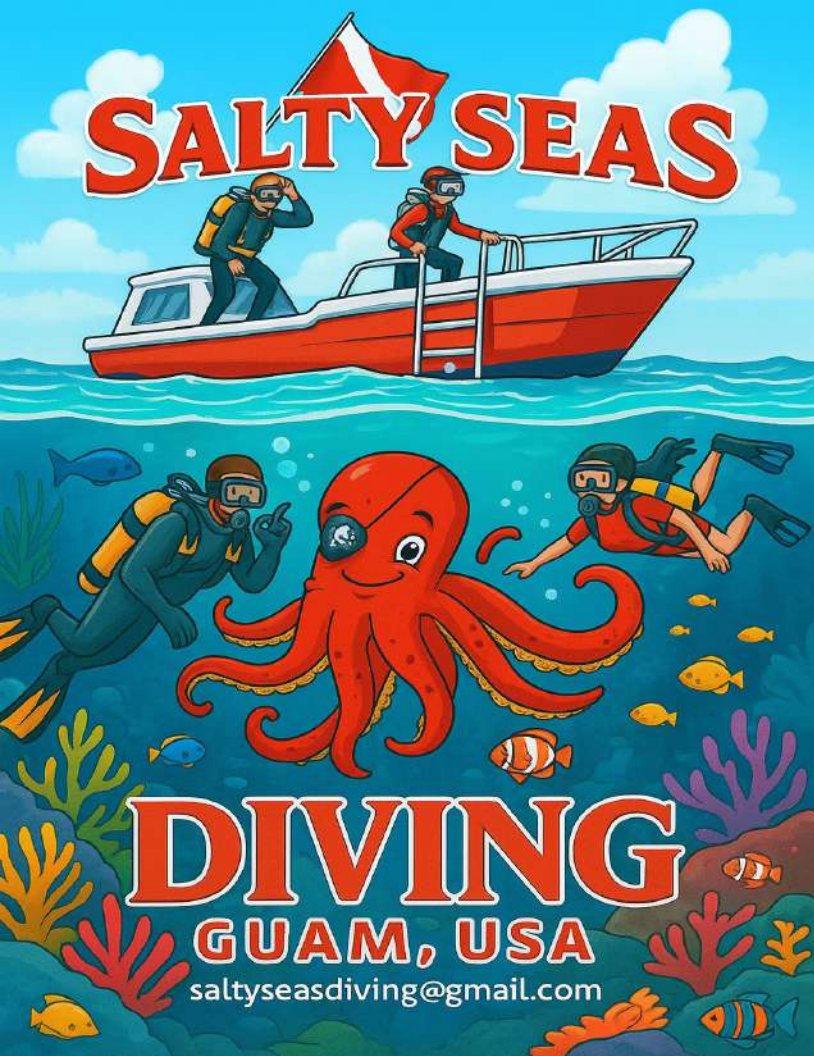
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