

BOARD OF DIRECTORS

Dorothy P. Harris, Chairperson

Conchita S.N. Taitano, Vice Chairperson

Fe R. Valencia-Ovalles, Board Secretary



Resolution No. 2024-20

**RELATIVE TO ADOPTING THE “2025 LOOK AHEAD” PLAN:
STRATEGIC VISION AND KEY PRIORITIES AT THE PORT
AUTHORITY OF GUAM.**

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

WHEREAS, the Port Authority of Guam (PAG) serves as the island’s critical gateway, facilitating 90% of incoming goods and 30% of military-related cargo, ensuring economic stability and national defense readiness for Guam and the broader Indo-Pacific region; and

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

