PORT OF GUAM
ATURIDAT I PUETTON GUAHAN
Jose D. Leon Guerrero Commercial Port
1026 Cabras Highway, Suite 201, Piti, Guam 96915
Telephone: 671-477-5931/35 Facsimile: 671-477-2689/4445
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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: 01/02/25 to 01/01/2026

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 31st day of August 2026.

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Lourdes A. Leon Guerrero
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August 26, 2026

MEMORANDUM

To: Rory J. Respicio, General Manager

From: Conchita S.N. Taitano, Acting Chairperson

Subject: Annual Evaluation Review, 2025 Performance Period

Buenas yan Hafa Adai! Pursuant to 5 GCA § 43202 and Port Authority of Guam Board Policy Memorandum No. 2009-03, I am writing to provide my assessment of your performance as General Manager of the Port Authority of Guam for the 2025 performance period, covering January 2, 2025, through January 1, 2026. This evaluation is based on the performance objectives established for the year, Look Ahead 2025, the 2025 Mid-Year and Final Year management reviews, the General Manager Evaluation Report, and the Port's financial, operational, capital, personnel, and administrative record for the evaluation period.

Based on this record and the standards established in the General Manager performance evaluation instrument, your overall rating for the 2025 performance period is Exceptional Performance.

This period marked another important stage in the Port's development. Building on the financial recovery and operational resilience established in prior years, the Port continued its modernization with greater focus on infrastructure, equipment reliability, workforce capacity, financial sustainability, institutional governance, resilience, and long term readiness. The Port's 50th anniversary also provided an opportunity to recognize how far the institution has come while focusing on what will be required for its next 50 years.

Operational Achievements and Modernization

Under your leadership, the Port continued significant infrastructure and equipment modernization while maintaining its responsibility as Guam's only commercial seaport. The $5.7 million Guam Marine Transportation Enhancement Initiative expanded cargo handling capacity through nine new container yard tractors, loaded and empty container handlers, and other specialized equipment.

The Port also advanced major capital priorities involving wharves, fuel infrastructure, facilities, security, resilience, and cargo handling capacity. Technical planning, federal coordination, and funding development continued for replacement of the Port's aging ship to shore gantry cranes.

A February 2025 waiver from the U.S. Maritime Administration under the Build America, Buy America Act, applicable to gantry crane procurement in U.S. Pacific territories, removed a significant procurement barrier. Building on this progress, the Port submitted an application in

September 2025 to the federal Port Infrastructure Development Program requesting $75 million in funding for three new ship to shore gantry cranes and related infrastructure improvements.

The Ship to Shore Crane Demolition and Barge Removal Project also reached 90 percent completion during 2025, clearing the site for installation of the Port's replacement cranes.

At the same time, aging cargo handling equipment remained an operational vulnerability. The evaluation appropriately recognizes that modernization requires not only acquisition of new equipment, but stronger preventive maintenance, asset management, equipment availability, and long term replacement planning.

Financial Stewardship and Institutional Credibility

Financial stewardship remained a significant strength during the 2025 performance period. The Port maintained its clean audit record, Low Risk Auditee status, and investment grade credit standing while continuing a substantial capital modernization program.

Management also strengthened attention to revenue integrity, billing, tariff application, collections, internal controls, and revenues properly due to the Port. Operating requirements, debt capacity, federal funding, and capital investment were increasingly considered as parts of a coordinated financial strategy.

The continued use of federal funding to support major infrastructure, equipment, sustainability, security, and resilience investments also reduced the extent to which modernization must be financed solely through Port revenues and ultimately borne by Port users.

During the 2025 performance period, management also took targeted action to correct structural and outdated elements of the Port's revenue and financing framework. In July 2025, the Port filed a tariff petition with the Guam Public Utilities Commission to correct vessel labor and equipment billing rates that had not been adjusted since October 2020, supported by sworn management testimony, independent consultant analysis, and formal Board approval. The Port also adopted a new lease rate schedule in July 2025 based on updated appraisal valuations, projected to increase annual lease revenue by approximately 20 percent, and secured a four year, $10.6 million lease covering more than 374,000 square feet of Port property at Hotel Wharf. In June 2025, the Port executed a $3.0 million cash defeasance to correct a structural limitation in the 2018 bond indenture that had excluded certain recurring revenues from the debt service coverage calculation, preserving covenant compliance while continuing to reduce outstanding debt.

The Port's Fiscal Year 2025 Single Audit further affirmed this discipline, yielding an unmodified compliance opinion, no findings or material weaknesses in internal control over financial reporting or federal compliance, and reconfirmed Low-Risk Auditee status, while the Port administered $4.26 million in federal awards across five federal agencies, led by $2.7 million in U.S. Department of Transportation Marine Highway Grant funding.

S&P Global Ratings also reaffirmed the Port's "A" bond rating with a stable outlook during the 2025 performance period, an independent affirmation of fiscal discipline alongside the Port's Baa2 Moody's rating. Separately, the Port implemented a Lease Credit Offset Program with Black Construction Corporation under Public Law 38-26 and Board Resolution No. 2025-23, approving an initial $1 million tenant-funded infrastructure credit under the Glass Breakwater Project to cover eligible improvements at H-Wharf, the Old Hawaiian Rock site, the easement to Family Beach, and the Port Marinas, including a paved access road and new restroom and shower facilities at Family Beach and solar lighting where required, without direct expenditure of Port operating funds.

Infrastructure, Resilience and National Readiness

The Port continued strengthening its role as critical civilian infrastructure supporting Guam's economy, supply chain, energy security, military readiness, and national defense.

A significant achievement was securing $4.8 million in Defense Community Infrastructure Program funding toward the $6.9 million restoration of F1 Pier. Following the loss of Golf Pier, F1 Pier became Guam's sole operational fuel import terminal, making its reliability essential to both Guam's civilian fuel supply and military readiness.

By this period, the Port had advanced approximately $141.8 million in completed, ongoing, and approved capital improvements over roughly five to six years. This represents a substantial institutional commitment to addressing aging infrastructure and preparing the Port for increasing commercial and strategic requirements.

The Port also strengthened its national readiness posture through direct engagement with defense and federal partners. In September 2025, Port management served as a panelist at the Guam Defense Forum alongside senior Department of Defense and industry leaders, including the Commander of Defense Logistics Agency Pacific, addressing Guam's defense supply chain and logistics ecosystem. In October 2025, the Port hosted the Maritime Resilience and Innovation Summit, convening government leaders, maritime experts, and regional stakeholders to advance the Port's resilience and modernization agenda. The Port also submitted testimony to the Guam Legislature in support of Bill No. 183-38, extending the timeline for completion of the Customs Satellite Inspection Facility, a project the Port has supported since 2018 by securing the site and incorporating it into the Port Master Plan.

Federal support for national readiness also included $510,485 in Department of Defense Office of Economic Adjustment funding for military installation growth and $105,664 in Department of Homeland Security Port Security Grant Program funding during Fiscal Year 2025. Port Police separately submitted a new 2025 Port Security Grant application seeking to fortify all Port entry and exit points with security bollards and drop arms.

The October 2025 Summit convened more than 130 leaders from 42 organizations across government, military, academia, and industry as part of the Port's 50th Anniversary and Port Week 2025 programming, and concluded with the signing of a five-year Sister Ports Agreement between

the Port of Guam and the Port of Long Beach covering trade development, infrastructure development, city port relations, environmental sustainability, and technology. The Port's Disaster Preparedness Plan and Typhoon Annex were also validated through federal compliance exercises during 2025, with quarterly scenario-based emergency trainings now institutionalized.

Workforce Development and Governance

The 2025 performance period also reflected increased attention to institutional governance and workforce development. The Out of Position Detail and Desk Audit policies established more structured and documented processes for employee assignments, duties, and classifications. Additional recruitment safeguards strengthened fairness, objectivity, documentation, and accountability in personnel administration.

Succession planning, mentorship, cross training, technical development, and professional advancement continued as important priorities. These efforts recognize that infrastructure and equipment modernization cannot succeed without corresponding investment in the employees responsible for operating, maintaining, managing, and eventually leading the institution.

The Mid-Year and Final Year management reviews were also used to measure performance, identify deficiencies, establish corrective expectations, and carry unresolved priorities forward. This represents an important evolution in management accountability because the process assesses not only what was accomplished, but also what remains unfinished and why.

During 2025, the General Manager also issued a comprehensive Workplace Violence Policy, adopted by the Board as Board Policy Memorandum No. 2025-01, establishing clear standards of professional conduct applicable at every level of the organization, including the General Manager. A June 2025 clarifying memorandum grounded the policy's scope in Guam Supreme Court precedent, reinforcing its enforceability.

Sustainability and Environmental Stewardship

The approximately $2.4 million EPA Clean Ports Climate and Air Quality Planning initiative further expanded the Port’s modernization strategy. Sustainability, emissions reduction, energy efficiency, electrification, resilience, workforce development, and environmental stewardship increasingly became integrated with infrastructure and capital planning rather than treated as separate initiatives.

The Port also expanded its emissions reduction fleet in April 2025 with delivery of two additional Tier 4 ultra low sulfur diesel terminal yard tractors under the federal Diesel Emissions Reduction Act program, bringing the Port's low emission tractor fleet to six. The Port was also identified as a collaborating entity in Community First Guam Federal Credit Union’s application under the EPA Environmental and Climate Justice Community Change Grants Program. The proposed partnership included solar photovoltaic development, a microgrid feasibility study, and Route 11 seawall improvements.

The Harbor Master's Office also resolved a long standing navigational and environmental hazard by securing a U.S. EPA Ocean Dumping Permit, in collaboration with the U.S. Navy's Dive and Salvage Team and USNS *Salvor*, for removal of the M/V *Voyager*, safely disposed of 30 nautical miles offshore on October 2, 2025.

Stakeholder Relations and Public Trust

Throughout the 2025 performance period, you maintained productive relationships with the Board of Directors, Governor and Lieutenant Governor, legislative oversight, federal and military partners, employees, Port users, tenants, carriers, and the broader maritime community.

The Port also maintained its commitment to transparency and public accountability, receiving its fourth Certificate of Excellence in Citizen Centric Reporting from the Association of Government Accountants in January 2025.

The Port's 50th anniversary appropriately recognized the employees, retirees, Port users, government leaders, maritime partners, and community members whose contributions built the institution. More importantly, the anniversary was used to focus attention on the responsibility of preparing the Port for its next 50 years.

Strategic Leadership and Institutional Development

The Look Ahead 2025 framework established an ambitious agenda encompassing infrastructure, operational efficiency, equipment reliability, workforce development, financial sustainability, technology, environmental stewardship, commercial management, and national readiness.

Your completion of both the Maritime Port Manager and Maritime Port Executive professional certifications also demonstrated that the expectation for professional development extends to the General Manager. You became the first General Manager in the Port Authority of Guam's history to earn both professional certifications.

More broadly, the record reflects an effort to move the Port away from dependence on individual intervention and toward stronger policies, controls, documented processes, and management systems. That institutional transition is important because sustained leadership should be measured not simply by what occurs during one administration, but by whether the organization develops systems capable of enduring beyond it.

Continuing Areas of Attention

The evaluation also identifies areas where continued improvement is necessary. Aging equipment and infrastructure remain significant concerns. Technology modernization remains ongoing. Commercial administration requires stronger lease management, documentation, coordination, and accountability. Management depth and ownership below the General Manager level also require continued development, particularly where matters that should be resolved within the management structure continue to require your direct intervention.

These matters do not diminish the accomplishments of the 2025 performance period. They provide an important measure of the work that remains and should continue to receive management attention in the next evaluation period.

Overall Assessment

The record for the 2025 performance period supports an overall rating of Exceptional Performance. Under your leadership, the Port maintained its financial credibility while advancing one of the most significant periods of infrastructure and equipment modernization in its history, securing substantial federal investment, strengthening institutional governance, investing in its workforce, and reinforcing the Port's role in Guam's economic security and national readiness.

This rating does not suggest that every objective was completed or every institutional challenge resolved. Aging equipment and infrastructure, technology modernization, commercial administration, and management accountability remain areas requiring continued attention. Several of the Port's most significant initiatives are also multiyear efforts whose full results will extend beyond this evaluation period.

What distinguishes the 2025 record is the combination of measurable accomplishment and institutional development. The Port continued moving beyond addressing individual problems toward building policies, controls, partnerships, financial capacity, and management systems intended to sustain progress over time.

As the Port concluded its first 50 years of service, it entered its next 50 years with stronger financial credibility, substantial infrastructure investment underway, an expanding federal and national readiness role, and a clearer institutional framework for continued modernization.

I recognize your leadership and the collective contributions of the Port employees, Board members, government and federal partners, Port users, and stakeholders who contributed to these accomplishments.

Taken as a whole, your performance during the 2025 performance period warrants an overall rating of **Exceptional Performance**. *Si Yu'os Ma'ase!*

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GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM

Name of General Manager	Rory J. Respicio
Name of Reviewer/Title	Conchita S.N. Taitano, Acting Board Chairperson
Period Covered	January 2, 2025 to January 1, 2026
Date of Review	August 26, 2026
Rating Scale	A Exceptional | B Superior | C Average | D Acceptable | E Needs Improvement

GENERAL INSTRUCTIONS

1. This form is to be used for initial and 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

Performance Factors and Supportive Information	Rating
1. Leadership 1a. Displays courage, passion and caring in work. 1b. Sets a professional example. 1c. Motivates others to work toward common goals. 1d. Uses authority responsibly. 1e. Addresses problems proactively. 1f. Gains support and seeks support through participation of others. 1g. Demonstrates interest in professional growth of others. 1h. Shows good judgment and accepts ownership for decisions in areas of responsibility.	**A**

Performance Factors and Supportive Information	Rating
Supportive Information: 1a. Displays courage, passion and caring in work: • Demonstrated sustained commitment to the Port's mission by balancing immediate operational responsibilities with long term infrastructure, financial, workforce, sustainability, and strategic priorities. • Maintained a direct leadership approach when significant matters required executive intervention, including issues that should ordinarily have been addressed within the management structure. • Demonstrated commitment to employees and the Port's future through workforce development, succession planning, mentorship, cross training, professional development, and advancement opportunities, while continuing to advance sustainability and resilience initiatives that strengthen the institution over the long term. 1b. Sets a professional example: • Continued setting a high professional standard through accountability, transparency, financial stewardship, regulatory compliance, and measurable performance while leading the Port's continued modernization and maintaining its investment grade credit ratings, clean audit record, and independently delegated procurement authority. • Demonstrated commitment to professional growth by becoming the first Port General Manager to earn both the Maritime Port Manager and Maritime Port Executive certifications through the International Association of Maritime and Port Executives. • Used the CY2025 Midyear and Final Year management reviews to assess accomplishments, identify deficiencies, establish corrective expectations, and hold management accountable for unresolved priorities. 1c. Motivates others to work toward common goals: • Promoted a shared organizational focus on modernization, operational readiness, financial stewardship, accountability, resilience, and the Port's long term future, while encouraging cross divisional collaboration to advance these priorities. • Advanced succession planning, mentorship, cross training, and professional development to strengthen leadership continuity and prepare employees for greater responsibility. • Reinforced a sense of shared accomplishment by recognizing the contributions of employees, managers, government partners, Port users, and other stakeholders, particularly through the Port's 50th anniversary, which honored five decades of collective service while focusing the organization on preparing for its next 50 years. 1d. Uses authority responsibly: • Exercised prudent financial stewardship by balancing significant infrastructure investment with expenditure discipline, revenue integrity, billing controls, tariff review, and responsible debt management, including the strategic pay down of up to $3.07 million in 2018 Revenue Bond debt. • Strengthened personnel governance by initiating the Out of Position Detail and Desk Audit policies and implementing preventive controls including internal pre audits, recruitment safeguards, practical assessments, redacted applications, rotating rating panels, conflict disclosures, and stronger documentation. • Maintained appropriate respect for the respective roles of the Board of Directors and executive management, balancing Board oversight with responsible exercise of management authority.	

Performance Factors and Supportive Information	Rating
1e. Addresses problems proactively: • Shifted the Port from responding to individual deficiencies toward establishing systems that identify risks earlier and prevent recurring problems, including stronger personnel and financial controls. • Proactively addressed long term financial, operational, equipment, and infrastructure risks through debt management, revenue integrity, tariff review, equipment and maintenance planning, crane replacement efforts, and securing $4.8 million toward the restoration of F1 Pier. • Maintained direct executive intervention when necessary while continuing to strengthen management ownership and accountability at the appropriate organizational level. 1f. Gains support and seeks support through participation of others: • Maintained productive relationships with the Board of Directors, Governor and Lieutenant Governor, legislative oversight leadership, Port Users Group of Guam, employees, tenants, maritime stakeholders, federal agencies, military partners, and the broader community, including when perspectives differed from management's position. • Worked constructively within the respective roles of governance, management, and oversight, incorporating Board direction into management objectives while coordinating with territorial leadership and Port stakeholders on infrastructure, resilience, sustainability, economic development, energy security, and other institutional priorities. • Converted governmental and federal relationships into measurable results, including coordination that contributed to securing $4.8 million for the F1 Pier restoration project and continued federal advocacy for replacement of the Port's aging ship to shore cranes, which subsequently contributed to the $59.6 million federal award announced in 2026 for three new cranes. 1g. Demonstrates interest in professional growth of others: • Advanced succession planning, mentorship, cross training, professional certifications, technical training, and competency based development to prepare employees for greater responsibility and strengthen institutional continuity. • Emphasized that Port modernization requires continued investment in the employees and managers responsible for operating, maintaining, and ultimately leading the institution. 1h. Shows good judgment and accepts ownership for decisions in areas of responsibility. • Demonstrated sound judgment and accountability in managing the Port's financial, operational, personnel, and institutional responsibilities, accepting ownership of decisions and taking corrective action when necessary.	
2. Commitment to the Port's Mission, Vision and Values 2a. Articulates or shows appreciation for the importance of shared vision. 2b. Demonstrates civility in relations with others. 2c. Requires supervised employees to show civility in their relations toward others. 2d. Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port. 2e. Demonstrates consideration of the Port's values when making decisions. Supportive Information: 2a. Articulates or shows appreciation for the importance of shared vision:	**A**

Performance Factors and Supportive Information	Rating
• Connected the Port's daily operations to its larger role in Guam's economy, supply chain, resilience, and strategic infrastructure, reinforcing a shared focus on modernization, financial stewardship, workforce development, accountability, and long-term sustainability. • Used the Port's 50th anniversary to honor five decades of service while focusing employees and stakeholders on preparing the Port for its next 50 years. 2b. Demonstrates civility in relations with others: • Maintained professional and respectful relationships with employees, the Board of Directors, government leaders, Port users, tenants, maritime stakeholders, federal and military partners, and community organizations, remaining accessible and constructive even when disagreements arose. 2c. Requires supervised employees to show civility in their relations toward others: • Established clear expectations for professional and respectful conduct and reinforced management responsibility for maintaining a fair and respectful workplace through performance accountability, personnel reforms, and consistent application of established processes. 2d. Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port: • Maintained active engagement with territorial and federal leadership, legislative oversight, military partners, Port users, maritime organizations, and community stakeholders to advance infrastructure, economic resilience, supply chain security, energy security, sustainability, and national readiness. • Converted external engagement into institutional results, including $4.8 million in federal funding toward F1 Pier restoration and continued advocacy for replacement of the Port's aging ship to shore cranes, while strengthening professional maritime engagement through completion of the Maritime Port Manager and Maritime Port Executive certifications. • Used the Port's 50th anniversary to strengthen engagement with employees, retirees, government leaders, Port users, maritime partners, and the community while recognizing their collective contribution to the institution. 2e. Demonstrates consideration of the Port's values when making decisions: • Incorporated accountability, stewardship, transparency, fairness, environmental responsibility, and long term institutional interests into executive decision making, including financial management, personnel governance, infrastructure investment, and modernization. • Advanced transparency and accountability through clean audits, management reviews, public reporting, and nationally recognized Citizen Centric Reporting, while strengthening fairness in personnel administration through the Out of Position Detail and Desk Audit policies and related controls. • Integrated environmental stewardship and resilience into modernization through the approximately $2.41 million EPA Clean Ports initiative and investments in equipment, fuel infrastructure, and future ship to shore cranes that support Guam's supply chain, energy security, economic resilience, and strategic priorities.	

Performance Factors and Supportive Information	Rating
3. Management Practices 3a. Demonstrates commitment to good customer services. • 3b. Demonstrates competency in labor management relations activities necessary to effectively manage the areas of responsibility. 3c. Questions existing practices for continued relevancy. 3d. Effectively initiates and promotes necessary change in the areas of responsibility. 3e. Sets and enforces performance standards effectively. 3f. Recognizes and rewards good performance. 3g. Plans effectively and shows good project management skills. 3h. Shows awareness of "good practices" for areas of responsibility. • 3i. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities. Supportive Information: 3a. Demonstrates commitment to good customer services. • Maintained regular engagement with Port users, tenants, carriers, maritime stakeholders, and the Port Users Group of Guam while advancing equipment modernization to improve service reliability, balancing customer needs with safety, financial integrity, regulatory compliance, and equitable treatment. • 3b. Demonstrates competency in labor management relations activities necessary to effectively manage the areas of responsibility. • Maintained attention to workforce issues while respecting personnel processes, collective bargaining requirements, employee rights, and management responsibilities, including implementation of the Out of Position Detail and Desk Audit policies to promote greater fairness and consistency. • Supported succession planning, cross training, mentorship, and professional development while addressing personnel matters directly when necessary and requiring appropriate documentation and consistent application of policy. 3c. Questions existing practices for continued relevancy. • Questioned longstanding practices when they no longer adequately served the Port, resulting in reforms to employee assignments, desk audits, recruitment, billing controls, tariff review, and other financial and personnel processes. • Strengthened preventive controls through internal pre audits, recruitment safeguards, redacted applications, rotating rating panels, conflict disclosures, practical assessments, and stronger documentation requirements. 3d. Effectively initiates and promotes necessary change in the areas of responsibility. • Continued leading the Port from corrective management toward modernization and stronger institutional systems through reforms in personnel governance, equipment, infrastructure, technology, financial management, and workforce development. • Expanded modernization to include sustainability and resilience through implementation of the approximately $2.41 million EPA Clean Ports initiative while positioning the Port for future economic, military, and supply chain requirements.	**A**

Performance Factors and Supportive Information	Rating
3e. Sets and enforces performance standards effectively. • Used the CY2025 Midyear and Final Year management reviews to establish expectations, measure progress, identify deficiencies, and require follow through, reinforcing accountability for communication, documentation, financial discipline, regulatory compliance, operational performance, and cross divisional coordination. • Intervened when necessary while emphasizing that delegated authority carries responsibility for results and that management reporting must identify deficiencies and unfinished priorities as well as accomplishments. 3f. Recognizes and rewards good performance. • Recognized employees, managers, divisions, and organizational partners for their contributions to Port accomplishments and consistently treated major achievements as shared institutional successes. • Used the Port's 50th anniversary to recognize employees, retirees, Port users, government leaders, maritime partners, and others whose collective service contributed to five decades of institutional progress. 3g. Plans effectively and shows good project management skills. • Oversaw approximately $141.8 million in completed, ongoing, and approved capital improvements over roughly five to six years while advancing the $5.7 million Guam Marine Transportation Enhancement Initiative, including nine new container yard tractors and additional cargo handling equipment. • Secured $4.8 million toward the $6.9 million F1 Pier restoration project and continued advancing replacement of the Port's aging ship to shore cranes, while balancing capital requirements with debt management and future borrowing capacity. • Used the CY2025 management review process to connect annual objectives, midyear assessment, year end performance, and future priorities. 3h. Shows awareness of good practices for areas of responsibility. • Applied sound practices in financial management, procurement, personnel administration, infrastructure planning, sustainability, transparency, safety, security, and Port operations, supported by clean audits, investment grade credit ratings, delegated procurement authority, and transparent public reporting. • Strengthened his professional maritime management knowledge by becoming the first Port General Manager to earn both the Maritime Port Manager and Maritime Port Executive certifications and applied that knowledge to the Port's continuing modernization. 3i. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities. • Promoted succession planning, mentorship, cross training, professional development, practical assessments, and employee advancement to strengthen technical competency, management capability, operational readiness, and institutional continuity. • Reinforced management responsibility for developing employees and emphasized that modernization requires investment not only in infrastructure, equipment, and technology, but also in the people who will operate, maintain, and ultimately lead the Port.	
	A

Performance Factors and Supportive Information	Rating

4. Relational Skills

4a. Works effectively with others.
4b. Works collaboratively and negotiates effectively.
4c. Maintains confidentiality.
4d. Accepts constructive criticism without offense.
4e. Demonstrates sensitivity to the rights and opinions of others, even in disagreement.
4f. Presents a positive image of the Port to external publics.
4g. Respects cultural differences and embraces activities which support a diverse community.

Supportive Information:

4a. Works effectively with others:

- Maintained productive working relationships with employees, the Board of Directors, government leaders, Port users, maritime stakeholders, federal and military partners, and community organizations. These relationships supported collaboration across organizational and institutional boundaries and helped advance Port priorities.
- With the assistance of the Port's legal counsel, the General Manager responded to four post audit complaints, an employee grievance, and a whistleblower complaint through the appropriate administrative processes. The post audit matters were resolved in the General Manager's favor, and the Civil Service Commission cleared the General Manager of the allegations presented in the employee grievance. The individual who filed the whistleblower complaint and adverse action appeal subsequently withdrew both matters from the Civil Service Commission. Collectively, these outcomes provide objective support for the General Manager's conduct in the matters reviewed and his adherence to applicable personnel procedures and due process requirements.

4b. Works collaboratively and negotiates effectively:

- Maintained constructive relationships with the Board of Directors, Governor and Lieutenant Governor, federal and territorial partners, Port users, and maritime stakeholders, working collaboratively to advance major Port priorities while respecting the respective roles and interests of each party.
- Converted collaboration into measurable results, including $4.8 million in federal funding toward the $6.9 million F1 Pier restoration project and continued advancement of equipment modernization, sustainability, critical infrastructure, and ship to shore crane replacement.
- Sought common ground when interests differed without compromising the Port's financial, operational, legal, or regulatory responsibilities.

4c. Maintains confidentiality:

- Maintained appropriate confidentiality in personnel, legal, procurement, financial, security, and other sensitive matters, balancing transparency with the responsibility to protect privileged, confidential, and legally protected information.
- Reinforced appropriate documentation, internal controls, and established processes for handling sensitive organizational matters.

4d. Accepts constructive criticism without offense:

- Maintained an open approach to Board and legislative oversight, employee feedback, Port user concerns, professional advice, and recommendations from government and federal partners.
- Used the CY2025 Midyear and Final Year reviews to identify deficiencies and unresolved

Performance Factors and Supportive Information	Rating
matters, reconsidering existing practices and implementing corrective measures when improvement was necessary. 4e. Demonstrates sensitivity to the rights and opinions of others, even in disagreement: • Maintained professional and productive relationships with the Board, government leaders, employees, Port users, tenants, and other stakeholders even when perspectives differed, remaining accessible while making decisions in the Port's best institutional interests. • Promoted fairness and respect for employee rights through personnel reforms designed to strengthen consistency, documentation, and accountability, including the Out of Position Detail and Desk Audit policies. 4f. Presents a positive image of the Port to external publics: • Served as the Port's principal executive representative, communicating progress in financial stewardship, modernization, federal investment, operational readiness, sustainability, workforce development, and institutional reform while candidly acknowledging continuing challenges. • Strengthened the Port's external credibility through accomplishments independently validated by investment grade credit ratings, clean audits, delegated procurement authority, significant federal investment, and a fourth national Certificate of Excellence in Citizen Centric Reporting. • Used the Port's 50th anniversary to recognize its employees, retirees, Port users, government partners, and maritime community while communicating a forward looking vision for the Port's next 50 years. 4g. Respects cultural differences and embraces activities which support a diverse community: • Maintained an inclusive leadership approach and strengthened personnel practices promoting fairness, equal opportunity, and objective consideration, including redacted applications, rotating rating panels, conflict disclosures, and practical assessments. • Recognized the diverse contributions of employees, retirees, Port users, government partners, maritime stakeholders, and the community, particularly during the Port's 50th anniversary, while reinforcing the Port's responsibility to serve all of Guam.	
5. Commitment to Diversity 5a. Respects cultural differences and embraces activities which support a diverse community. 5b. Utilizes recruitment strategies designed to attract diverse applicant pools. 5c. Actively engages in diversity initiatives, such as, mentoring, training and employee networks. 5d. Displays a commitment to diversity. Supportive Information: 5a. Respects cultural differences and embraces activities which support a diverse community: • Maintained an inclusive leadership approach that respected the diverse backgrounds, experiences, and perspectives of employees and stakeholders while reinforcing expectations for professionalism, fairness, and respect. • Used the Port's 50th anniversary to recognize the collective contributions of employees, retirees, Port users, government leaders, maritime partners, and community members while reinforcing the Port's responsibility to serve all of Guam. 5b. Utilizes recruitment strategies designed to attract diverse applicant pools: • Strengthened recruitment practices to promote fairness, objectivity, transparency, and equal	**A**

Performance Factors and Supportive Information	Rating
opportunity through redacted applications, rotating rating panels, conflict disclosures, practical assessments, and other safeguards designed to reduce bias and support credible selection decisions. • Continued emphasizing competitive recruitment as essential to developing a workforce capable of meeting the Port's evolving operational, technical, administrative, and leadership needs. 5c. Actively engages in diversity initiatives, such as mentoring, training and employee networks: • Advanced mentorship, succession planning, cross training, professional development, and advancement opportunities across classifications and divisions to broaden employee development and strengthen institutional continuity. • Reinforced the responsibility of managers and supervisors to identify, mentor, and prepare employees with the ability and interest to assume greater responsibilities. 5d. Displays a commitment to diversity: • Demonstrated commitment to fairness, inclusion, equal opportunity, and objective personnel administration through strengthened recruitment safeguards and the Out of Position Detail and Desk Audit policies. • Emphasized that personnel decisions should be based on established standards, documented processes, qualifications, demonstrated capability, and organizational needs while providing employees opportunities for development, advancement, and greater responsibility.	
6. Resource Management 6a. Recruits, selects and retains capable, productive employees. 6b. Effectively deploys staff, equipment and technology to accomplish work. 6c. Shows good stewardship of financial resources. 6d. Demonstrates knowledge of budget and use of financial reporting systems. 6e. Displays creativity/innovative in managing resources. Supportive information: 6a. Recruits, selects and retains capable, productive employees: • Strengthened recruitment and selection through redacted applications, rotating rating panels, conflict disclosures, practical assessments, and stronger internal controls to promote merit, fairness, and objective personnel decisions. • Advanced succession planning, mentorship, cross training, and professional development while implementing the Out of Position Detail and Desk Audit policies to strengthen workforce capability, institutional continuity, and personnel accountability. • Managed staffing requirements with attention to operational need and long term affordability. 6b. Effectively deploys staff, equipment and technology to accomplish work: • Aligned personnel, equipment, technology, and financial resources with operational requirements while maintaining continuous service as Guam's only commercial seaport. • Advanced the $5.7 million Guam Marine Transportation Enhancement Initiative, adding nine container yard tractors, loaded and empty container handlers, a 180 foot boom lift, and other specialized equipment, while continuing efforts to replace aging ship to shore cranes. • Continued leveraging JDE EnterpriseOne, cross training, and succession planning to improve deployment of administrative, financial, technological, and workforce resources. 6c. Shows good stewardship of financial resources:	**A**

Performance Factors and Supportive Information	Rating
• Balanced financial discipline with substantial modernization, including the strategic pay down of up to $3.07 million in 2018 Revenue Bond debt, expenditure controls, revenue integrity measures, and continued investment in equipment, infrastructure, technology, workforce, safety, and resilience. • Leveraged significant federal resources, including $5.7 million for equipment modernization, approximately $2.41 million for the EPA Clean Ports initiative, and $4.8 million toward F1 Pier restoration, reducing the burden of modernization on the Port and its users. • Maintained the financial discipline supporting the Port's clean audit record, investment grade credit position, debt service capacity, and ability to pursue future capital investment. 6d. Demonstrates knowledge of budget and use of financial reporting systems: • Maintained executive oversight of revenues, expenditures, debt service, capital obligations, financial performance, and borrowing capacity, using this information to guide debt reduction, staffing, operating, and capital decisions. • Continued utilizing JDE EnterpriseOne as an integrated financial and administrative platform while using the CY2025 Midyear and Final Year reviews to connect financial and operational performance with established management objectives. 6e. Displays creativity and innovation in managing resources: • Used federal funding strategically to advance equipment, infrastructure, sustainability, resilience, and workforce priorities while preserving Port resources and borrowing capacity, including the Marine Transportation Enhancement, Clean Ports, and F1 Pier initiatives. • Continued pursuing federal investment for replacement of the Port's aging ship to shore cranes while balancing debt reduction with continued capital modernization. • Applied innovative workforce management through succession planning, cross training, competency based assessments, recruitment safeguards, and structured personnel governance to strengthen the Port's long term institutional capacity.	
7. Communication Skills 7a. Shares appropriate information with internal and external audiences in a timely and responsible manner. 7b. Manages meetings effectively. 7c. Possesses effective listening skills. 7d. Articulates clearly and writes effectively. 7e. Displays effective presentation skills. Supportive information: 7a. Shares appropriate information with internal and external audiences in a timely and responsible manner: • Maintained regular communication with the Board of Directors, government leadership, legislative oversight, employees, Port users, tenants, federal partners, maritime stakeholders, and the public regarding operations, finances, infrastructure, and institutional priorities. • Used the CY2025 Midyear and Final Year reviews to strengthen internal reporting and accountability while communicating both accomplishments and challenges, contributing to the Port's fourth national Certificate of Excellence in Citizen Centric Reporting.	**A**

Performance Factors and Supportive Information	Rating
7b. Manages meetings effectively: • Used executive and management meetings to establish priorities, clarify responsibilities, resolve issues, and promote coordination, drawing upon Deputy General Managers, division heads, technical personnel, and other employees whose expertise was necessary for informed decisions. • Convened and participated in meetings with government, federal, industry, and community stakeholders to advance Port priorities, emphasizing clear responsibilities, decisions, and follow through. 7c. Possesses effective listening skills: • Maintained accessibility to employees, the Board, government leaders, legislative oversight, Port users, tenants, and other stakeholders, considering differing perspectives and feedback in executive decision making. • Used stakeholder input, management reviews, professional advice, and oversight feedback to reassess practices and identify improvements while balancing recommendations against law, financial capacity, operational requirements, regulatory obligations, and the Port's long term interests. 7d. Articulates clearly and writes effectively: • Communicated clear expectations through directives, memoranda, performance reviews, policies, reports, correspondence, and public communications, translating complex financial, operational, infrastructure, personnel, and policy matters for different audiences. • Emphasized documentation as an essential element of accountability and supported transparent reporting of the Port's performance, accomplishments, challenges, and future priorities. 7e. Displays effective presentation skills: • Represented the Port before the Board, government leadership, legislative oversight, federal agencies, maritime organizations, Port users, and the community, connecting Port priorities to Guam's economic security, supply chain resilience, infrastructure modernization, energy security, and strategic importance. • Communicated a consistent vision of modernization supported by financial stewardship, operational readiness, workforce development, and accountability, using the Port's 50th anniversary to connect its history with the responsibility to prepare the institution for its next 50 years.	
8. Accountability 8a. Takes responsibility for fulfilling job duties. 8b. Meets attendance and punctuality guidelines. 8c. Demonstrates accuracy and thoroughness. 8d. Completes work on time. 8e. Follows instructions and directions. Supportive Information: 8a. Takes responsibility for fulfilling job duties: • Accepted responsibility for the Port's overall performance and maintained executive and even in many instances where required provided hands on management oversight of its operational, financial, personnel, regulatory, infrastructure, and institutional responsibilities.	**A**

Performance Factors and Supportive Information	Rating
• Addressed all issues directly when necessary and implemented corrective and preventive measures, including personnel governance reforms and stronger internal controls, while appropriately recognizing the contributions of managers, employees, and partners. 8b. Meets attendance and punctuality guidelines: • Maintained the attendance, accessibility, and availability required of the General Manager, including beyond normal working hours when operational or institutional matters required executive attention. • Balanced daily executive responsibilities with Board matters, government and legislative engagements, federal coordination, stakeholder meetings, and other obligations necessary to advance the Port's mission. • Attended and actively participated in all board meetings. 8c. Demonstrates accuracy and thoroughness: • Emphasized documentation, factual accuracy, financial integrity, regulatory compliance, and completeness in executive decision making and reporting, using the CY2025 Midyear and Final Year reviews to verify progress and identify unresolved matters. • Strengthened internal controls and required accurate reporting to the Board, government leadership, legislative oversight, federal agencies, Port users, and the public, supported by the Port's clean audit record, investment grade credit standing, and national recognition for Citizen Centric Reporting. 8d. Completes work on time: • Maintained progress across simultaneous operational, financial, infrastructure, personnel, regulatory, and strategic priorities, including equipment modernization, F1 Pier restoration funding, the EPA Clean Ports initiative, personnel governance reforms, and the ship to shore crane replacement program. • Used the Midyear Review to identify delays and establish corrective expectations while maintaining attention to federal grant, financial, regulatory, Board, procurement, and other time sensitive requirements. 8e. Follows instructions and directions: • Implemented Board priorities while exercising the authority and judgment assigned to the General Manager, including incorporating prior Board evaluation priorities into CY2025 objectives and measuring progress through the Midyear and Final Year reviews. • Maintained compliance with applicable laws, regulations, grant requirements, procurement requirements, personnel rules, financial obligations, and regulatory standards while respecting the respective roles of the Board, management, and governmental authorities.	
9. Responsiveness/Customer Service 9a. Consistently demonstrates respect, responsiveness and professionalism. 9b. Provides each customer with the same high quality services. 9c. Fosters and models a commitment to customer service. 9d. Builds customer and confidence and increases customer satisfaction. 9e. Makes customers and their needs a primary focus. 9f. Developing and sustaining productive customer relationship. Supportive Information:	**A**

Performance Factors and Supportive Information	Rating
9a. Consistently demonstrates respect, responsiveness and professionalism • Maintained regular and direct engagement with Port users, carriers, tenants, the Port Users Group of Guam, government partners, and other stakeholders, remaining accessible and professional even when perspectives differed. • Ensured significant customer concerns received appropriate management attention while balancing responsiveness with the Port's legal, financial, regulatory, and operational responsibilities. 9b. Provides each customer with the same high quality services: • Emphasized consistent and equitable treatment of Port users through uniform application of policies, tariff requirements, and operational procedures, regardless of customer size or commercial significance. • Advanced equipment modernization to strengthen reliable service across the customer base, including nine new container yard tractors and new loaded and empty container handlers. 9c. Fosters and models a commitment to customer service. • Reinforced that the Port exists to serve Guam's maritime commerce and that operational performance directly affects businesses, consumers, and the broader community. • Connected equipment, infrastructure, technology, workforce development, and operational readiness to improved customer service while personally engaging significant issues when executive attention was necessary. 9d. Builds customer confidence and increases customer satisfaction. • Strengthened customer confidence through open communication, continued investment in equipment and infrastructure, and regular engagement with the Port Users Group of Guam and other maritime stakeholders. • Reinforced confidence in the Port's institutional stability through clean audits, investment grade credit ratings, transparent reporting, and responsible financial management. 9e. Makes customers and their needs a primary focus: • Considered the needs of carriers, truckers, tenants, cargo owners, petroleum operators, and other Port users when establishing priorities for equipment, infrastructure, technology, workforce, and terminal operations. • Advanced major investments supporting reliable service, including the $5.7 million Guam Marine Transportation Enhancement Initiative, ship to shore crane replacement efforts, and $4.8 million in federal funding toward F1 Pier restoration, while balancing customer needs with safety, compliance, financial sustainability, and equitable treatment. 9f. Develops and sustains productive customer relationships: • Maintained productive relationships with the Port Users Group of Guam, carriers, stevedores, truckers, tenants, petroleum operators, and other maritime stakeholders through direct communication, consistency, and mutual respect, including when disagreements arose. • Engaged Port users on both immediate operational concerns and the Port's long term modernization and strategic direction, while using the 50th anniversary to recognize the maritime community's longstanding contribution to the institution.	

Performance Factors and Supportive Information	Rating
10. Decision Making/Problem Solving 10a. Identifies and understands issues, problems and opportunities. 10b. Make timely and rational decisions based on analysis of relevant information/data 10c. Accepts responsibility for decisions and takes proper action when necessary. 10d. Uses effectively approaches for choosing a course of action or developing appropriate actions. 10e. Takes action that is consistent with available facts, constraints, and probable consequences. Supportive information: 10a. Identifies and understands issues, problems and opportunities: • Identified immediate operational concerns and underlying institutional risks, including aging cargo handling equipment and cranes, financial capacity, revenue integrity, personnel practices, and critical infrastructure vulnerabilities. • Responded with longer term solutions, including equipment replacement, capital and federal funding strategies, personnel governance reforms, stronger internal controls, and $4.8 million in federal funding toward restoration of F1 Pier. • Used the CY2025 Midyear and Final Year reviews to distinguish completed objectives from deficiencies requiring corrective action or continued attention. 10b. Makes timely and rational decisions based on analysis of relevant information and data. • Used financial performance, debt service requirements, capital needs, operating conditions, equipment requirements, and future borrowing capacity to guide major decisions, including the strategic pay down of up to $3.07 million in 2018 Revenue Bond debt and continued equipment modernization. • Used management reporting and the Midyear Review to identify and address issues during the evaluation period while considering financial, operational, legal, regulatory, personnel, and stakeholder factors in executive decisions. 10c. Accepts responsibility for decisions and takes proper action when necessary. • Accepted responsibility for executive decisions affecting operations, finances, personnel, infrastructure, regulatory obligations, and institutional direction, intervening when significant matters were not adequately resolved within the management structure. • Implemented corrective measures when existing practices proved insufficient while recognizing the continuing need to strengthen management ownership and accountability below the General Manager level. 10d. Uses effective approaches for choosing a course of action or developing appropriate actions: • Applied solutions appropriate to the underlying problem, using policy reform, financial action, equipment acquisition, capital investment, management direction, federal assistance, or combinations of these approaches rather than relying on temporary fixes. • Addressed recurring institutional issues through longer term solutions, including new cargo handling equipment, crane replacement efforts, personnel governance reforms, federal funding strategies, and management performance reviews. 10e. Takes action that is consistent with available facts, constraints and probable consequences: • Balanced modernization and operational requirements against financial capacity, debt obligations, procurement and federal requirements, Guam's geographic limitations, infrastructure redundancy, and the need to maintain uninterrupted commercial operations.	**A**

Performance Factors and Supportive Information	Rating
• Anticipated the long term consequences of aging equipment and infrastructure by advancing replacement and rehabilitation, including F1 Pier restoration, while protecting the financial discipline and institutional credibility necessary to sustain future investment.	
11. Work Environment/Safety 11a. Promotes and supports a respectful workplace; comply with laws, policies and procedures. 11b. Models ethical behavior and decision making and ensures compliance. Supportive information: 11a. Promotes and supports a respectful workplace; complies with laws, policies and procedures. • Reinforced expectations for professional and respectful conduct and compliance with applicable laws, personnel rules, collective bargaining requirements, Port policies, safety standards, and established procedures. • Strengthened fairness and consistency in personnel administration through the Out of Position Detail and Desk Audit policies, recruitment safeguards, internal pre audits, conflict disclosures, practical assessments, and stronger documentation requirements. • Supported workforce development, safety, security, and operational readiness while using management reviews and executive oversight to identify and correct areas requiring improved compliance or management accountability. 11b. Models ethical behavior and decision making and ensures compliance. • Maintained accountability, transparency, fairness, financial stewardship, and compliance as standards for executive decision making, ensuring decisions were grounded in law, policy, documented facts, financial capacity, regulatory requirements, and the Port's institutional interests. • Strengthened internal controls across personnel administration, recruitment, financial management, revenue integrity, procurement, and management accountability, contributing to continued clean audits, investment grade credit standing, delegated procurement authority, and nationally recognized Citizen Centric Reporting. • Respected the distinct roles of Board governance, executive management, regulatory oversight, procurement, and personnel processes while intervening when necessary and establishing stronger controls when existing practices proved insufficient.	**A**

PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES

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	Rating
1. Critical Infrastructure Modernization and STS Crane Replacement **Objective:** **Advance the Port's highest priority capital improvement projects necessary to strengthen operational reliability, resilience, commercial capacity, and military readiness.** Priority projects include replacement of the Port's aging ship to shore gantry cranes, rehabilitation or replacement of critical fuel infrastructure, modernization of Berths F2 through F6, rehabilitation of Hotel Wharf and associated access roadways, Area A Fuel Storage Facility improvements, and replacement or modernization of aging Port facilities. Continue pursuing federal funding, Port financing, and appropriate public private partnerships to advance these projects while minimizing unnecessary financial strain on the Port. **Expected Results:** • Advance modernization of critical Port infrastructure, including replacement of the aging ship to shore gantry cranes, rehabilitation of Golf and F1 Piers, the Hotel Wharf and access roadway initiative, and modernization of Berths F2 through F6. • Advance strategic use of Port property and infrastructure through the Area A Fuel Storage Facility initiative and demolition or replacement of outdated structures. • Leverage federal funding, Port resources, and appropriate private sector participation to advance major capital investments while reducing the financial burden on the Port and its users. **Actual Results:** During 2025, the Port substantially advanced its critical infrastructure modernization program through federal funding, planning, design, and procurement preparation. Management advanced the groundwork for three replacement ship to shore gantry cranes, contributing to the subsequent $59.6 million federal award in April 2026. The Port also secured $4.8 million toward the $6.9 million restoration of F1 Pier, Guam's sole operational fuel import terminal following the loss of Golf Pier. The Port continued advancing approximately $141.8 million in completed, ongoing, and approved capital projects while leveraging federal, territorial, and military partnerships to reduce the financial burden of modernization.	**A**

Job Specific Performance Objectives	Rating
In February 2025, the U.S. Maritime Administration approved a Build America, Buy America waiver for gantry crane procurement in U.S. Pacific territories, removing a significant barrier to replacement of the Port's aging cranes. Building on this progress, the Port submitted an application in September 2025 to the federal Port Infrastructure Development Program requesting $75 million in funding for three new ship to shore gantry cranes and related infrastructure improvements. The Ship to Shore Crane Demolition and Barge Removal Project also reached 90 percent completion during 2025, clearing the site for installation of the Port's replacement cranes. Overall, Objective 1 was substantially advanced. While several major projects remained multiyear initiatives, the Port secured significant federal investment, moved critical infrastructure priorities toward implementation, and continued modernization while protecting its financial capacity.	
2. Operational Efficiency, Capacity and Equipment Reliability **Objective** Maintain and improve the Port's operational efficiency and cargo handling capacity through improved vessel operations, reliable cargo handling equipment, stronger maintenance systems, disciplined overtime management, and better alignment between operational activity and financial performance. **Expected Results** • Improve operational reliability and vessel service through effective deployment and maintenance of cargo handling equipment, stronger preventive maintenance, and improved tracking of equipment condition and critical spare parts. • Use operational performance data and maintenance systems to reduce equipment downtime, strengthen decision making, and align overtime and resources with actual operational requirements. • Strengthen coordination among Operations, Equipment Maintenance, Finance, vendors, and other responsible divisions to improve terminal performance and equipment reliability. **Actual Results:** During 2025, the Port maintained operational continuity while improving cargo handling capacity and equipment management. Through the $5.7 million Guam Marine Transportation Enhancement Initiative, the Port added nine container yardtractors, two loaded container handlers, three empty container handlers, and a 180 foot boom lift, with additional equipment in procurement. The Port strengthened preventive maintenance, repair tracking, and management visibility through improved maintenance and financial tracking tools while continuing to sustain its aging ship to shore crane fleet and advance long term replacement. Ship to shore crane downtime declined from 127 incidents in FY2024 to 105 incidents in FY2025. Although the aging crane fleet remained an operational vulnerability, the reduction reflected continued maintenance, repair, and operational coordination while long term replacement efforts advanced.	**A**

Job Specific Performance Objectives	Rating
Overall, the objective was substantially advanced. New equipment increased operational capacity and maintenance systems improved asset management, although equipment reliability and reducing downtime remained continuing priorities beyond CY2025.	
3. Workforce Development, Succession Planning and Personnel Governance **Objective** Strengthen the Port's workforce through succession planning, mentorship, leadership development, cross training, professional development, fair and consistent personnel practices, and improved alignment between employee duties and organizational requirements. **Expected Results:** • Strengthen succession planning, mentorship, leadership development, cross training, and technical training to prepare employees for future leadership and critical skilled positions. • Implement the Out of Position Assignment and Desk Audit policies to promote fairness, align employee capabilities with organizational needs, and support workforce development. • Improve employee engagement, recognition, and personnel administration while advancing appropriate automation through the E1 system. **Actual Results:** During 2025, the Port strengthened workforce development and personnel governance through implementation of the Out of Position Detail and Desk Audit policies and recruitment safeguards including internal pre audits, redacted applications, rotating rating panels, conflict disclosures, and practical assessments. Management also advanced succession planning, mentorship, cross training, and professional development to prepare employees for greater technical, supervisory, and leadership responsibilities and preserve institutional knowledge. During 2025, the General Manager also issued a comprehensive Workplace Violence Policy, adopted by the Board as Board Policy Memorandum No. 2025-01, establishing clear standards of professional conduct applicable at every level of the organization, including the General Manager, and grounded in Guam Supreme Court precedent. Overall, Objective 3 was substantially advanced through stronger systems designed to make personnel decisions more consistent, fair, documented, and sustainable, while continued training, succession planning, and management development remained ongoing priorities.	**A**
4. Financial Sustainability, Revenue Integrity and Capital Capacity **Objective** Protect and strengthen the Port's financial position while maintaining sufficient capacity to fund operations and advance necessary infrastructure modernization. Strengthen revenue integrity, financial reporting, budget discipline, debt management, and alignment between operational	**A**

Job Specific Performance Objectives	Rating
activity and financial systems to support the Port's long term financial sustainability. **Expected Results** • Maintain fiscal discipline, strengthen revenue integrity and financial controls, and improve financial reporting to ensure revenues appropriately reflect services provided and support informed management decisions. • Align operating, staffing, equipment, and capital requirements with available resources while responsibly managing debt and preserving the Port's credit position and capacity to finance future modernization. **Actual Results:** During 2025, the Port maintained strong financial discipline while advancing significant modernization. The Port received a clean, unmodified audit with no material weaknesses, maintained Low Risk Auditee status, and preserved its Baa2 investment grade credit rating. Management strengthened revenue integrity, billing controls, tariff review, and debt management while leveraging federal resources, including $4.8 million toward the $6.9 million F1 Pier restoration project. By year end, approximately $141.8 million in completed, ongoing, and approved capital improvements had been advanced over roughly five to six years. During 2025, management also took targeted action to strengthen revenue integrity and financial capacity. In July 2025, the Port filed a tariff petition with the Guam Public Utilities Commission (PUC Port Docket 25-03) to correct vessel labor and equipment billing rates that had not been adjusted since October 2020, supported by sworn management testimony, independent consultant analysis, and formal Board approval. In June 2025, the Board authorized the cash defeasance of up to $3.07 million in 2018 Revenue Bond debt to address the effect of revenues excluded from the debt service coverage calculation, preserve covenant compliance, and strengthen the Port's capacity for future financing. The Port's FY2025 Single Audit further confirmed this financial discipline, yielding an unmodified compliance opinion, no findings or material weaknesses in internal control over financial reporting or federal compliance, and reconfirmed Low Risk Auditee status, while the Port administered $4.26 million in federal awards across five federal agencies, led by $2.7 million in DOT Marine Highway Grant funding. The Port maintained its "A" bond rating with a stable outlook from S&P Global Ratings and its Baa2 investment grade rating from Moody's Investors Service, providing independent affirmation of the Port's fiscal discipline. Overall, Objective 4 was substantially achieved. The Port strengthened financial controls and revenue integrity while preserving the financial capacity and credit standing necessary to support continued modernization.	
5. Information Technology, Cybersecurity and Systems Integration **Objective** Modernize the Port's information technology infrastructure and operational systems to improve efficiency, cybersecurity, data integrity, business continuity, and integration between	**B**

Job Specific Performance Objectives	Rating
administrative and operational technology. **Expected Results** • Modernize the Terminal Operating System and strengthen integration of operational, financial, and information technology systems to improve efficiency, reliability, data integrity, and management decision making. • Strengthen cybersecurity, business continuity, employee awareness, and protection of critical Port systems while advancing succession planning, cross training, and professional development within Information Technology. **Actual Results** During 2025, the Port continued advancing technology modernization through improvements to the Terminal Operating System, cybersecurity, information technology infrastructure, and integration of operational, financial, and administrative systems. The Port continued utilizing JDE EnterpriseOne to support accounting, payroll, procurement, inventory, accounts receivable, fixed assets, work orders, and financial reporting while strengthening cybersecurity awareness, business continuity, and protection of critical systems. Overall, Objective 5 was advanced but remained a work in progress. Continued TOS development, systems integration, cybersecurity, and stronger internal ownership remained priorities beyond CY2025.	
6. Sustainability, Environmental Compliance and Resilience **Objective** Advance the Port's sustainability and environmental initiatives while integrating resilience, emissions reduction, energy efficiency, environmental compliance, and long term infrastructure planning into the Port's modernization strategy. **Expected Results** • Advance the Zero Emission and Zero Waste Study and EPA Clean Ports initiative to establish measurable sustainability, emissions reduction, energy efficiency, and resilience priorities. • Integrate sustainability into capital planning, environmental compliance, equipment and technology decisions, and workforce development while ensuring operational reliability. **Actual Results** During 2025, the Port substantially advanced sustainability and resilience through the approximately $2.4 million EPA Clean Ports Climate and Air Quality Planning initiative and continued implementation of the Zero Emission and Zero Waste Study. These efforts integrated emissions reduction, energy efficiency, electrification, resilience, environmental compliance, and workforce development into the Port's broader infrastructure and modernization planning. The Port also expanded its lower emission equipment fleet in April 2025 with the delivery of two additional Tier 4 terminal yard tractors under the federal Diesel Emissions Reduction Act program, bringing the Port's Tier 4 tractor fleet to six. The Port was also identified as a collaborating entity in Community First Guam Federal Credit Union's application under the EPA Environmental and Climate Justice Community Change Grants	**A**

Job Specific Performance Objectives	Rating
Program. The proposed partnership included solar photovoltaic development, a microgrid feasibility study, and Route 11 seawall improvements. The Harbor Master's Office also resolved a longstanding navigational and environmental hazard by securing a U.S. EPA Ocean Dumping Permit, in collaboration with the U.S. Navy's Dive and Salvage Team and USNS Salvor, for removal of the M/V Voyager, safely disposed of 30 nautical miles offshore on October 2, 2025. Overall, Objective 6 was substantially advanced, moving sustainability from policy and planning toward federally funded implementation while recognizing that many initiatives remained multiyear efforts.	
7. National Readiness, Federal Collaboration and Strategic Positioning **Objective** Strengthen the Port's role in Guam's economic security and national defense by aligning Port infrastructure, operational priorities, and modernization efforts with the One Guam framework, federal priorities, military readiness requirements, and Guam's strategic importance within the Indo Pacific region. **Expected Results** • Advance the Port Readiness Plan and align critical infrastructure, equipment, operational, and resilience priorities with Guam's commercial, national security, and military readiness requirements. • Strengthen coordination with territorial, federal, and military partners to secure investment in critical civilian Port infrastructure, including ship to shore cranes, fuel infrastructure, and other assets supporting supply chain resilience and national defense. **Actual Results** During 2025, the Port strengthened its role as critical infrastructure supporting Guam's economy, supply chain resilience, military readiness, and national security. The Port secured $4.8 million toward the $6.9 million restoration of F1 Pier and advanced federal coordination and planning for three replacement ship to shore cranes, while continuing to advocate for federal investment in civilian infrastructure that supports national defense. The Port also strengthened its national readiness posture through direct engagement with defense and federal partners. In September 2025, Port management served as a panelist at the Guam Defense Forum alongside senior Department of Defense and industry leaders, including the Commander of Defense Logistics Agency Pacific, addressing Guam's defense supply chain and logistics ecosystem. Federal support for national readiness also included $510,485 in DoD Office of Economic Adjustment funding for military installation growth and $105,664 in DHS Port Security Grant Program funding during FY2025. Port Police separately submitted a new 2025 Port Security Grant application seeking to fortify all Port entry and exit points with security bollards and drop arms.	**A**

Job Specific Performance Objectives	Rating
In October 2025, the Port hosted the Maritime Resilience and Innovation Summit as part of its 50th Anniversary and Port Week 2025 activities. The Summit brought together more than 130 leaders from 42 government, military, academic, and industry organizations to advance the Port's resilience and modernization agenda. It concluded with the signing of a five year Sister Ports Agreement between the Port of Guam and the Port of Long Beach covering trade development, infrastructure development, city and port relations, environmental sustainability, and technology. The Port's Disaster Preparedness Plan and Typhoon Annex were also validated through federal compliance exercises during 2025. The Port institutionalized quarterly emergency training based on operational scenarios. Overall, Objective 7 was substantially achieved through stronger territorial, federal, and military partnerships, significant infrastructure funding, validated emergency preparedness, and increased recognition of the Port's strategic role in Guam's economic security and national readiness.	
8. Commercial Management, Tenant Relations and Stakeholder Engagement **Objective** Strengthen commercial management, tenant administration, customer service, and stakeholder relationships while ensuring that Port property and commercial activities support the Port's operational, financial, and institutional objectives. **Expected Results** • Strengthen lease administration, tenant compliance, property oversight, and coordination among Commercial, Finance, Operations, Engineering, Planning, and Legal Counsel to ensure effective use of Port assets and proper collection of revenues. • Maintain productive engagement with tenants, Port users, carriers, and maritime stakeholders while balancing customer service with financial, operational, regulatory, and stewardship responsibilities. • Attended all Board meetings during the rating period, provided monthly operational, financial, capital, and management updates to the Board, supported annual public reporting, and maintained oversight of marine pilot licensing requirements. **Actual Results** During 2025, the Port advanced commercial management through continued engagement with the Port Users Group of Guam, carriers, tenants, and maritime stakeholders while reviewing leases, commercial agreements, billing practices, and use of Port property. Management strengthened attention to revenue integrity, tenant compliance, documentation, and coordination among Commercial, Finance, Legal Counsel, Engineering, and other responsible divisions. During 2025, the Port also took concrete steps to strengthen commercial revenue and property utilization, adopting a new lease rate schedule in July 2025 projected to increase annual lease revenue by approximately 20 percent, and securing a four year, $10.6 million lease covering more than 374,000 square feet of Port property at Hotel Wharf in May 2025. The Port also submitted testimony to the Guam Legislature in support of Bill No. 183-38, extending the timeline for completion of the Customs Satellite Inspection Facility, a project the Port has supported since 2018	**A**

Job Specific Performance Objectives	Rating
by securing the site and incorporating it into the Port Master Plan. Working closely with the Board, Governor Lou Leon Guerrero, and Legislative Oversight Chairperson Senator Jesse A. Lujan, the General Manager established a Lease Credit Offset Program with Black Construction Corporation pursuant to Public Law 38-26 and Board Resolution No. 2025-23. The Board authorized up to $1 million in eligible tenant funded infrastructure improvements under the Glass Breakwater Project, subject to Port authorization, technical verification, financial validation, and the terms of the governing agreement. Eligible improvements include work at H Wharf, the former Hawaiian Rock site, the Family Beach easement, and the Port marinas, including a paved access road, new restroom and shower facilities at Family Beach, and solar lighting where required. The program allows these improvements to proceed without the direct expenditure of Port operating funds. Overall, Objective 8 was substantially advanced through measurable improvements in commercial revenue, property utilization, tenant engagement, and infrastructure investment. Commercial administration nevertheless remained an area requiring stronger lease management, tenant compliance, documentation, cross divisional coordination, and management ownership.	

The General Manager and the Board of Directors have met in a duly announce board meeting, discussed and agreed to the above initiatives as measurable deliverables for the Calendar Year 2025 performance cycle.

Employee' Signature:	**Date:** 8/31/26
Acting Board Chairperson Signature:	**Date:** 31 August 2026

PART III: SUMMARY OF OVERALL PERFORMANCE

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).

Port Authority of Guam
General Manager Evaluation Report
Calendar Year 2025

Calendar Year 2025 reflected continued institutional advancement for the Port Authority of Guam. Building on prior financial recovery and operational resilience, the Port increasingly shifted its focus toward modernization, institutional capacity, workforce development, financial sustainability, and long term readiness.

The Port also marked its 50th anniversary, providing an opportunity to recognize five decades of service while focusing on the infrastructure, workforce, financial capacity, governance, and resilience necessary for the next 50 years.

Operational Achievements and Modernization

- Advanced the $5.7 million Guam Marine Transportation Enhancement Initiative, including nine new container yard tractors, loaded and empty container handlers, and other specialized equipment.
- Continued strengthening equipment maintenance, availability, and replacement planning while recognizing aging cargo handling equipment as a continuing operational vulnerability.
- Advanced major capital priorities involving wharves, fuel infrastructure, facilities, security, resilience, and cargo handling capacity.
- Continued technical planning, federal coordination, and funding development for replacement of the Port's aging ship to shore gantry cranes, including completing the groundwork and federal grant application that contributed directly to the subsequent federal award announced in 2026.
- Expanded the Port's lower emission equipment fleet with the delivery of two additional Tier 4 terminal yard tractors in April 2025 under the federal Diesel Emissions Reduction Act program, bringing the Tier 4 tractor fleet to six.
- Advanced Terminal Operating System, cybersecurity, EnterpriseOne, and systems integration initiatives, while recognizing technology modernization as continuing work.

Financial Stewardship and Institutional Credibility

- Maintained strong financial accountability through another clean independent audit, continued Low Risk Auditee status, and reaffirmation of the Port's "A" investment grade rating by S&P Global Ratings.
- Strengthened revenue integrity through continued attention to billing, tariff application, collections, internal controls, and revenues properly due to the Port.
- Balanced operating requirements, debt capacity, federal funding, and capital priorities to preserve the Port's ability to continue modernization without compromising financial stability.
- Continued leveraging federal resources to reduce reliance on Port generated revenues for major infrastructure, equipment, sustainability, security, and resilience investments.

- Filed the Port's comprehensive tariff petition with the Public Utilities Commission to address outdated rates, correct the structural labor cost imbalance, and strengthen the Port's capacity to fund operations and long term modernization.
- Authorized the cash defeasance of up to $3.07 million in 2018 Revenue Bond debt to address the effect of revenues excluded from the debt service coverage calculation, preserve covenant compliance, and strengthen future financial capacity.

Infrastructure, Resilience and National Readiness

- Secured $4.8 million in Defense Community Infrastructure Program funding toward the $6.9 million restoration of F1 Pier, Guam's sole operational fuel import terminal following the loss of Golf Pier.
- Continued advancing approximately $141.8 million in completed, ongoing, and approved capital improvements over roughly five to six years.
- Strengthened coordination with territorial, federal, and military partners and continued positioning the Port as critical civilian infrastructure supporting Guam's economy, supply chain, energy security, military readiness, and national defense.
- Advanced the rehabilitation and productive use of Hotel Wharf through lease negotiations and related infrastructure planning.
- Continued strengthening the Port's national readiness role through participation in the Guam Defense Forum and the Maritime Resilience and Innovation Summit, expanding coordination with military, federal, and maritime partners.

Workforce Development and Governance

- Initiated the Out of Position Detail and Desk Audit policies to strengthen consistency, fairness, documentation, and accountability in personnel administration.
- Strengthened recruitment integrity through internal pre audits, redacted applications, rotating rating panels, conflict disclosures, practical assessments, and stronger documentation.
- Advanced succession planning, mentorship, cross training, technical development, and professional advancement to strengthen institutional continuity.
- Used the Midyear and Final Year reviews to measure management performance, identify deficiencies, establish corrective expectations, and carry unresolved priorities forward.
- Identified management depth and ownership below the General Manager level as continuing areas for improvement, particularly where executive intervention remained necessary to resolve matters that should have been addressed earlier within the management structure.
- Adopted a Workplace Violence Prevention Policy to establish clearer standards, reporting procedures, responsibilities, and safeguards for maintaining a safe and accountable workplace.

Sustainability and Environmental Stewardship

- Advanced the approximately $2.4 million EPA Clean Ports Climate and Air Quality Planning initiative and continued building upon the Port's Zero Emission and Zero Waste work.
- Integrated emissions reduction, energy efficiency, electrification, resilience, workforce development, and environmental stewardship into the Port's larger modernization strategy.
- Completed the federally supported removal and disposal of the M/V Voyager on October 2, 2025, resolving a longstanding environmental, navigational, and property management concern.
- Participated as a collaborating entity in Community First Guam Federal Credit Union's application under the EPA Environmental and Climate Justice Community Change Grants Program. The proposed partnership included solar photovoltaic development, a microgrid feasibility study, and Route 11 seawall improvements.

Stakeholder Relations and Public Trust

- Maintained productive relationships with the Board of Directors, Governor and Lieutenant Governor, legislative oversight, federal and military partners, Port users, tenants, carriers, and the broader maritime community.
- Continued reviewing lease administration, tenant compliance, billing practices, and Port property utilization while recognizing commercial management as an area requiring stronger internal ownership and accountability.
- Maintained transparent public reporting and received the Port's fourth Certificate of Excellence in Citizen Centric Reporting from the Association of Government Accountants in January 2025.
- Established a Lease Credit Offset Program with Black Construction Corporation pursuant to Public Law 38-26 and Board Resolution No. 2025-23. The Board authorized up to $1 million in eligible tenant funded infrastructure improvements at designated Port properties, subject to Port authorization, technical verification, financial validation, and the governing agreement.
- Used the Port's 50th anniversary to recognize employees, retirees, Port users, government leaders, maritime partners, and the community while focusing attention on preparing the institution for its next 50 years.

Strategic Leadership and Institutional Development

- Implemented the Look Ahead 2025 framework around infrastructure, operational efficiency, equipment reliability, workforce development, financial sustainability, technology, environmental stewardship, commercial management, and national readiness.
- Continued shifting the Port from reliance on individual intervention toward stronger policies, controls, documented processes, and management systems designed to endure beyond any individual administration.
- Became the first Port General Manager to earn both the Maritime Port Manager and Maritime Port Executive professional certifications through the International Association of Maritime and Port Executives.

Overall Assessment

Calendar Year 2025 represented substantial progress in the Port's institutional development. Financial credibility was maintained, modernization continued, federal partnerships produced tangible investment, personnel governance strengthened, and the Port's role in Guam's economic security and national readiness continued to grow.

The record also identifies areas requiring continued attention. Aging equipment and infrastructure remained significant concerns. Technology modernization continued. Commercial administration required improvement. Management accountability below the executive level needed strengthening. Several major capital initiatives appropriately remained multiyear efforts.

These continuing challenges are important to the evaluation. They demonstrate that CY2025 was not simply a year of accomplishments, but a year in which management identified weaknesses, implemented corrective measures, and established stronger systems for continued improvement.

Conclusion
Calendar Year 2025 was marked by substantial achievement and continued institutional development.

The Port maintained financial credibility, advanced infrastructure and equipment modernization, secured federal investment, strengthened personnel governance, expanded sustainability and resilience efforts, and reinforced its role in Guam's economic security and national readiness. The Port also took significant steps to address its long term financial and operational needs through the tariff petition, bond defeasance, federal grant development, and stronger institutional policies.

Most importantly, the Port continued moving beyond correcting individual problems toward building durable systems, clearer accountability, and stronger institutional capacity. As the Port marked its 50th anniversary, its focus increasingly shifted toward ensuring that the organization remains financially responsible, operationally capable, resilient, accountable, and prepared to serve Guam for the next 50 years.

PART IV: OVERALL PERFORMANCE EVALUATION RATING

☒	**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:

Continue expanding engagement with national and international maritime, infrastructure, defense, and transportation organizations to strengthen the Port's institutional capacity, federal partnerships, modernization program, to ensure port readiness. Continue developing management and organizational succession at all levels of the chain of command, so that institutional knowledge and management capacity are increasingly distributed throughout the organization.

Remedial Strategies:

Continue strengthening management accountability and ownership, including within the Commercial Division, technology modernization, equipment management, capital improvement planning, project execution, and other areas where matters should ordinarily be resolved at the division level, through cross divisional collaboration, or at the Deputy General Manager level. At the same time, ensure that the General Manager and the Board receive timely updates when appropriate or required. Emphasize clear assignments of responsibility, measurable performance expectations, timely follow through, and the continued development of management capacity among division heads and other levels of the chain of command.

Review the status and continuing requirements of the Territorial Transportation and Communications Coordinating Council and determine the steps necessary to reconstitute and convene the Council consistent with 12 GCA § 10113.

PART VI: SIGNATURES:

The Chairperson shall complete the evaluation and performance interview and present the evaluation and recommended performance rating to the Board of Directors at its next regular meeting for review and disposition. If adopted by the Board, the evaluation shall become final and shall be executed by the Chairperson and the General Manager in accordance with the Port's Personnel Rules and Regulations and applicable Guam law.

The General Manager's signature acknowledges that the General Manager was afforded the opportunity to review the evaluation and discuss it with the Chairperson and the Board of Directors. The General Manager's signature does not necessarily indicate agreement with the evaluation or the final performance rating adopted by the Board. Comments by the General Manager are optional.

Acting Board Chairperson's Signature:	**Date:** 31 Aug 2026
Employee's Signature:	**Date:** 8/31/26

Geneal Manager's comments: Thank you for the evaluation and for recognizing the work accomplished in 2025. These accomplishments reflect the work of our employees, management team,	**Date:**

Board, local and federal government leaders, Port users, and private sector partners. Our employees are the backbone of the Port and the guardians of the supply chain for Guam and our neighboring islands. Our commitment to them must be demonstrated in practical ways. This includes ensuring that annual increments, biweekly payroll, and overtime are paid accurately and on time; investing in their safety, training, and professional development; recognizing their service; and promoting from within whenever qualified employees are available so they have real opportunities for advancement. The Port cannot fulfill its mission without their dedication and hard work. There is still more work to do, especially with the installation of three new STS gantry cranes, wharf service life extension, facility rehabilitation, technology and cybersecurity, equipment reliability, commercial lease management, and other major capital projects. I remain committed to working with the Board, our division heads, employees, local and federal government partners, Port users, and private sector leaders to address these areas and keep the Port strong and moving forward. Port readiness remains central to this work. Our cranes, wharves, fuel infrastructure, workforce, and operating systems must be ready to support commerce, strengthen national security, protect Guam's energy security, and contribute to the broader national goal of energy dominance. Our responsibility is not simply to manage the Port from year to year. It is to continue building an institution that will outlast us and leave the Port stronger than we found it.	

PART VII: BOARD ACTION

At a duly noticed meeting held on August 31, 2026, the Board of Directors reviewed the General Manager's performance evaluation and recommended overall performance rating.

The Board took the following action:

[✓] Adopted the evaluation and rating as presented
[ ] Adopted the evaluation and rating as amended
[ ] Did not adopt the evaluation and rating

Final Overall Performance Rating:

[✓] Exceptional Performance
[ ] Superior Performance
[ ] Acceptable Performance
[ ] Needs Improvement
[ ] Average Performance

Vote Count: Yes _____ No _____ Abstained _____ Absent _____

Frank P. Arriola, Board Chairperson's Signature:	**Date:** 8/31/2026
Fe Valencia-Ovalles, Board Secretary's Signature:	**Date:**