



PORT OF GUAM

ATURIDAT I PUETTON GUAHAN

Jose D. Leon Guerrero Commercial Port

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Lourdes A. Leon Guerrero
Governor of Guam

Joshua F. Tenorio
Lieutenant Governor

REGULAR MEETING OF THE BOARD OF DIRECTORS

Jose D. Leon Guerrero Commercial Port

Friday, November 21, 2025, 3:00 p.m.

PAG Board Conference Room

A G E N D A

I. CALL TO ORDER

II. APPROVAL OF MINUTES

1. October 2, 2025 – Regular Board Meeting

III. PUBLIC COMMENTS:

- a. Public Comments
- b. Employee Comments
- c. PAGGMA Association

IV. GENERAL MANAGER’S REPORT

V. OLD BUSINESS

VI. NEW BUSINESS

1. Adoption of Board Resolution No. 2025-39 relative to memorializing the General Manager’s execution of two lease agreements between the Port Authority of Guam and IP&E Holdings, LLC, in order to continue IP&E’s lease at F-3 for fuel storage and refueling facilities, and to lease certain subterranean and surface portions of F-4 for fuel pipeline and fuel bunkering pits for the fueling of berthing marine vessels.
2. Adoption of Board Resolution No. 2025-40 relative to the Maritime Resilience and Innovation Summit.
3. Request for \$5K Sponsorship for Association of Pacific Ports 2026 Winter Conference, January 28-30, 2026, Honolulu, Hawaii.

VII. ADJOURNMENT





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MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS Thursday, October 2, 2025

I. CALL TO ORDER

The Chairperson called the regular meeting of the Board of Directors to order at 3:01 p.m., Thursday, October 2, 2025. Meeting took place at the PAG Board Conference Room. Present at the meeting were:

Dorothy P. Harris, Chairperson
Conchita S.N. Taitano, Vice Chairperson
Fe R. Valencia-Ovalles, Board Secretary
Mark B. Mendiola, Board Member
Rory J. Respicio, General Manager
Dominic G. Muna, Deputy General Manager, Operations

Absent was DGMA Pacifico Martir. Also present was AM Insurance-AnnMarie Muna, Juan Muna, Tricia Granillo; Senator Jesse Lujan Office-Marvin Crisostomo and Port Authority Staff.

II. APPROVAL OF MINUTES

1. **August 28, 2025 – Regular Board Meeting:** Director Mendiola made a motion to approve the minutes of August 28, 2025, subject to correction. The motion was seconded by Director Valencia-Ovalles and was unanimously passed.

III. PUBLIC COMMENTS

- a. **Public Comments:** None.
- b. **Employee Comments:** None.

c. **PAGGMA Association:** PAGGMA Vice President Steven Muna mentioned that PAGGMA is in full support of the October festivities – Port Week sporting events, Opening Ceremony, Grand Finale – all in celebration of the Port's 50th Anniversary.

IV. GENERAL MANAGER'S REPORT

1. **Governor and Lt. Governor Visit Port for Glass Breakwater Project Tour.** Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio visited the Jose D. Leon Guerrero Commercial Port of Guam on August 29, 2025 for a site tour of the Glass Breakwater Project, a \$571 million multi-year initiative to restore one of Guam's most critical maritime infrastructure assets. Joining them were Port Authority of Guam General Manager Rory J. Respicio, the Port's Board of Directors, representatives from Black Construction, and Mayor Jesse Alig of Piti. The Glass Breakwater, constructed in the 1940s by the Navy Seabees, serves as a vital barrier protecting Apra Harbor and the Port of Guam from strong waves and storm surges. The structure sustained significant damage during Typhoon Mawar in 2023, leading the U.S. Army Corps of Engineers to classify it as "failed."



In response, Naval Facilities Engineering Systems Command (NAVFAC) Marianas began emergency repairs ahead of schedule in March 2025, marking a significant milestone in safeguarding both commercial and military maritime operations. This project is integral to ensuring the safe and efficient movement of goods that are vital to our island's economy. We commend NAVFAC Marianas for their swift action in initiating these repairs, which are crucial for maintaining the continuity of both commercial and military activities in the region. To support this effort, Black Construction has leased several properties from the Port Authority of Guam, including Hotel Wharf, to carry out critical work tied to the Glass Breakwater repairs. Earlier this year, the Port's Board of Directors approved Resolution No. 2025-23, authorizing a lease credit arrangement to facilitate project-related expenses and ensure the timely advancement of this vital work. This partnership underscores the Port's role not only as Guam's commercial lifeline but also as a landlord supporting strategic infrastructure projects that benefit the entire island. The initial phase of the restoration includes relocating massive 10- to 15-ton armor stones to stabilize the most damaged sections of the breakwater. Advanced technologies, such as drone imagery and specialized software, have been employed to guide the repairs. Future phases will incorporate 42-ton interlocking concrete units designed to strengthen the breakwater's resilience against future wave action.

2. **General Manager's Statement on Employee Protections at the Port:** The following is a statement dated September 15, 2025 from Port General Manager Rory J. Respicio regarding legislative testimony on Bill 148-38: I respect the legislative process and the right of individuals to testify before our elected leaders. At this morning's hearing on Bill 148-38, testimony was presented by a former employee who read the testimony of another employee. Both currently have serious personnel matters pending before the Civil Service Commission. These cases rightfully belong in that forum, where they will be resolved under the established merit system. They should not be litigated through a political process. This morning's testimony focused on personal grievances that are already before the Civil Service Commission. That is the appropriate and independent venue to resolve such matters under Guam's merit system, and are all consistent with the rule of law. For the record, I am following the law that protects every classified employee of the Government of Guam. Guam law and the Port's Personnel Rules and Regulations already provide strong, enforceable safeguards, including:

- 4 GCA § 4503 – prohibits retaliation, coercion, intimidation, and conflicts of interest in personnel actions.
- 4 GCA § 4504 – guarantees the right of employees to file grievances.
- 4 GCA § 4403(c) – requires the Civil Service Commission to hear grievance appeals at Step 4, ensuring fair and independent review.
- Port PRR Rule 12.401 – protects employees' right to file grievances without restraint, interference, coercion, discrimination, or reprisal.
- Port PRR Rule 12.406 – affirms that an employee who has filed a grievance may not be terminated because of filing that grievance.

In March 2025, we also adopted the Port's Workplace Violence Policy, which strengthened accountability, set clear expectations for Division Heads and managers, and incorporated employee feedback to ensure stronger protections. These safeguards are longstanding, comprehensive, and apply equally to every Port employee. The allegation of "unchecked power" or a "hostile climate" is not supported by fact. Oversight and accountability are normal functions of management under the Personnel Rules and Regulations and Guam law. Existing safeguards prohibit retaliation, coercion, and intimidation in personnel actions, and guarantee employees the right to file grievances with access to Civil Service Commission review. These protections ensure that no unchecked power or

hostility exists at the Port. What we have built is a climate of accountability, where expectations are clear and every employee is held to the same standards of professionalism and integrity. We trust that the legislature will hold Bill 148-38 in abeyance and recognize that the protections being sought already exist under Guam law and the Port's Personnel Rules and Regulations. These frameworks are designed to protect employee rights while preserving accountability and fairness across government. Since taking the helm in 2019, we have remained focused on the Port's mission of serving the people of Guam and supporting our island's economy and security. Working with our Board of Directors, management team, and workforce, we have:

- Strengthened the Port's financial position while meeting bond obligations, including catching and correcting revenue leakage that stemmed from one individual's misinterpretation of tariff provisions.
- Modernized critical infrastructure, including container yard transformation, new equipment acquisitions, and federal grant projects.
- Implemented hiring reforms and strengthened accountability to ensure fairness and transparency in personnel matters.
- Expanded partnerships with federal agencies to position the Port as a strategic national asset.

The record speaks for itself. Our Board members are community volunteers who provide oversight with professionalism and dedication. To suggest otherwise distracts from the substantial progress we have made in building a high-performing organization. I will not be deterred by personal attacks or misinformation. My commitment as General Manager is to transparency, accountability, and results that serve our island and nation.

3. **Port Authority of Guam Awarded \$4.8 Million Federal Grant to Restore Critical Fuel Pier.** On September 26, 2025, the Port Authority of Guam has been awarded a \$4.8 million federal grant under the Department of War's Defense Community Infrastructure Program (DCIP) to fund urgent structural and safety upgrades at F1 Pier, the island's sole operational fuel import terminal. The total cost of the Joint Region Marianas Pier Infrastructure Restoration Project is \$6.9 million, with the DCIP grant covering the majority of the funding. This grant delivers immediate, critical fixes to the only remaining fuel pier at the Port. We acknowledge our Planning and CIP/Engineering team, along with Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, and Vera Topasna at the Governor's Local Buildup Office, who worked closely with Steve Chung and his team at OLDCC under Patrick O'Brien to make this possible, consistent with the One Guam approach. The project is a direct response to the urgent need to secure Guam's energy infrastructure following Typhoon Mawar, which caused extensive damage to Golf Pier, leaving it inoperable. With Golf Pier out of service, F1 Pier now bears the entire burden of importing and offloading vital fuels that power Guam's civilian and military operations. Its current condition represents a single point of failure that threatens both the island's economy and national security. The F1 Pier project will execute near-term structural and safety upgrades to stabilize the pier, extend its operational life, and maintain critical functionality until long-term replacement funding and construction can be secured. F1 Pier serves as the primary offloading point for fuels including Jet Fuel, Marine Gas Oil (MGO), High Sulfur Fuel Oil (HSFO), Ultra-Low Sulfur Diesel (ULSD), and Liquefied Petroleum Gas (LPG). These fuels are essential for the operations of Andersen Air Force Base, Naval Base Guam, Marine Corps Base Camp Blaz, the Guam Power Authority, the Guam International Airport, and numerous commercial distributors. The proposed upgrades will eliminate immediate safety hazards, improve operational readiness, and ensure uninterrupted deliveries to both defense and civilian sectors for the next 5–10 years. This critical investment directly supports mission assurance, strategic mobility, and Guam's energy resilience.

The Department of War's investment underscores a simple fact: if the Port is not ready, the military will not be ready. These improvements are vital not only for readiness but also for sustaining our island and regional economies. This grant reinforces the Port's role in commerce, national security, and energy dominance by ensuring safe, reliable infrastructure that serves our island community and the region. We remain on message by presenting the facts. Steve Chung, Pacific Readiness Senior Project Manager at the Department of Defense's Office of Local Defense Community Cooperation (OLDCC), commended the collaborative effort that made this award possible: "This project represents a vital investment in both Guam's civilian community and our nation's defense infrastructure," said Chung. "By addressing vulnerabilities at F1 Pier, we are ensuring the uninterrupted flow of fuel necessary to support Indo-Pacific operations and strengthen supply chain resilience. The strong partnership with the Port Authority of Guam, the Governor's Office, and local stakeholders has been key to moving this critical project forward." Guam plays a pivotal role as a forward-operating hub in the Indo-Pacific region.

The island is home to multiple military installations and federal agencies, including the U.S. Coast Guard Sector Guam, the Guam National Guard, and a major Defense Logistics Agency (DLA) fuel storage facility operated by Tristar Terminals Guam, Inc. By ensuring F1 Pier remains stable and operational, the project protects Guam's civilian energy security while safeguarding U.S. military readiness. It also supports the regional economy by guaranteeing reliable fuel access for both government and commercial needs. The DCIP program provides federal grants for infrastructure projects that directly enhance military value and operational readiness. The F1 Pier project exemplifies this mission by addressing urgent vulnerabilities in a facility critical to Guam's future and the defense of the Indo-Pacific.

4. **Port Secures More Than \$1 Million in FEMA Funding.** On September 30, 2025, the Port Authority of Guam has been awarded \$1,116,368 under the Fiscal Year 2025 FEMA Port Security Grant Program to deliver near-term security upgrades at Guam's only commercial seaport. The award consists of \$987,276 in federal funding and a \$129,092 local match. The package prioritizes physical security. Funding will install a new security barrier system at Main Gate 1 to prevent unauthorized vehicle access to restricted terminal facilities. In the event of an intended breach, the barriers are designed to stop penetration of the restricted area and reduce the risk of injury to personnel and damage to property. The grant also provides a modular floating dock system with gangway and sinkers or anchors to enhance Port Police prevention, protection, response, and recovery missions for the Port and the Territory in collaboration with U.S. Coast Guard Sector Guam.

The award also strengthens the Port's cyber posture. It advances the Cyber Security Initiative and Roadmap through implementation of Active Directory, a core platform that improves user and resource security, centralizes management of network and user resources, and enables integration and scalability. In addition, the grant replaces the aging SonicWall 4600 firewall with a redundant SonicWall 5700 and provides a three-year subscription to 24/7/365 Intrusion Detection System monitoring by the Center for Internet Security. CIS, designated by the U.S. Department of Homeland Security, supports state, local, tribal, and territorial entities with cyber threat prevention, protection, response, and recovery services. These upgrades fulfill the Facility Security Plan Cybersecurity Annex requirement in 33 CFR 105.275 and strengthen the Port's network and system defense capabilities.

This award brings more than one million dollars in targeted security improvements to our island's only commercial seaport. These investments strengthen the Port's perimeter and harden our cyber backbone to safeguard people, cargo, and critical missions. This progress reflects the leadership and guidance of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio and the continued support of our Board of Directors. I thank FEMA, the U.S. Coast Guard, and our Port Strong employees for their partnership and dedication to readiness. Project activities will be implemented in phases and in accordance with federal and local procurement requirements to minimize operational impact while delivering these enhancements on schedule.

5. **Port GM Highlights Guam's Critical Role in Indo-Pacific Logistics during the Guam Defense Forum.** I had an opportunity to join the military, government, and industry leaders as a panelist at the 2025 Guam Defense Forum, held September 17–18 at the Dusit Thani Hotel. The forum, hosted by the Leon Guerrero-Tenorio Administration and the Community Defense Liaison Office, brought together key defense leaders, policymakers, and stakeholders to discuss regional security, civil-military collaboration, and Guam's vital role in the Indo-Pacific region. The panel discussion I took part in was "Strengthening Guam's Defense Supply Chain and Logistics Ecosystem", alongside senior leaders from the Department of Defense, the shipping industry, and the Guam Airport Authority. The session examined Guam's role as a logistics hub for both military and civilian needs, emphasizing the importance of supply chain resilience, port modernization, secure sourcing of critical materials, and public-private partnerships. Guam's only commercial seaport is the entry point for more than 90 percent of the island's goods, making it a linchpin in both civilian and defense logistics. This forum provided an invaluable opportunity to collaborate with our partners to ensure Guam's port infrastructure remains strong, resilient, and ready to meet the challenges of today and tomorrow.

Governor Lou Leon Guerrero highlighted the importance of bringing civilian and military leaders together to shape Guam's future. "The Guam Defense Forum is about bringing our community together with defense and regional partners to ensure Guam's voice is heard in shaping the future of security in the Indo-Pacific," said Governor Leon Guerrero. "Guam is at the center of critical conversations, and we are committed to making sure those conversations reflect the priorities and values of our people." Lieutenant Governor Josh Tenorio echoed this sentiment during his opening remarks at the forum. "We are not just a staging ground or a strategic location. We are a living, breathing, and vibrant community forever tied to our land, our waters, and our way of life," said Lt. Governor Tenorio. "Our collective vision for Guam, our 'One Guam' approach, must recognize that what strengthens the defense mission must also strengthen the people who call Guam home." Panelists included Mr. Joe Cruz, Past President of Cabras Marine; Mr. Patrick Bulaon, Vice President and General Manager of Matson, Inc.; CAPT Patrick Brown, Commander of Defense Logistics Agency Pacific; Mr. John Quinata, Executive Manager of the Guam Airport Authority; and Mr. Andrew Winternitz, Acting Deputy Assistant Secretary of Defense for Defense Continuity and Mission Assurance. By participating in the Guam Defense Forum, the Port Authority of Guam reaffirmed its commitment to supporting both Guam's civilian economy and the nation's defense strategy, ensuring the island remains a reliable partner and a resilient hub in the Indo-Pacific region.

6. **Port Testimony in Support of Bill to Strengthen Guam's Port Security.** I submitted testimony to the Guam Legislature in strong support of Bill No. 183-38 (COR), legislation introduced by Senator Shawn Gumataotao to give the Guam Customs and Quarantine Agency (CQA) additional time to finalize the design and secure funding for a long-planned Customs Satellite Inspection Facility located at the Port. The facility, first authorized under Public Law 34-112 in 2018, is a critical project

to protect Guam's borders and strengthen the island's role as a secure transshipment hub serving the region. Under the proposed bill, CQA would have two additional years, until July 2026, to complete planning and move forward with construction. Our seaport is the entry point for nearly all cargo arriving on Guam and throughout Micronesia. This project will ensure that Customs has the infrastructure needed to inspect and secure cargo, intercept contraband, and safeguard our community before threats reach our shores. This facility is part of a broader vision for a modern, secure, and resilient Port that keeps Guam safe, competitive, and ready for the future.

The Port has been a committed partner from the beginning, working closely with Customs and the Leon Guerrero-Tenorio Administration to identify and secure the four-acre site for the facility inside Port property. The Port also incorporated the project into its Master Plan and leveraged a grant from the Office of Local Defense Community Cooperation (OLDCC) to fund initial planning and design. This project has the full backing of the Governor, Lt. Governor, the Port Board of Directors, and our federal partners. It reflects the united commitment of government and community leaders to safeguard Guam, protect commerce, and strengthen national and regional security. As Guam's only commercial seaport, the Port plays a vital role in ensuring the secure flow of goods throughout the region. By centralizing inspections and isolating potential threats, the new facility will enhance public safety, prevent dangerous drugs and contraband from entering Guam, and reinforce the readiness of the U.S. military and supply chains.

7. **Port Police Officers Certified as Trainers in Sobriety Testing Program.** Three Port Police Officers have successfully completed the Train-the-Trainer course for the Standardized Field Sobriety Testing (SFST) program. Officers POII Benny Quinata, POII Jacob Iriarte, and POI Justin Cruz attended the 4-day training hosted by the Guam Police Department on September 8-11, 2025, at the Hakuboton Building in Tamuning. The Train-the-Trainer course equips law enforcement personnel with advanced instructional techniques and specialized knowledge to effectively teach other officers the SFST procedures. The curriculum includes adult learning principles, presentation skills, and management of live alcohol workshops (wet lab), student presentations and field report writing, all designed to develop well-prepared and confident instructors. As certified trainers, officers Quinata, Iriarte, and Cruz will now administer SFST training to other Port Police officers, strengthening the department's overall capability in enforcing impaired driving laws. SFST is the national standard field test used by law enforcement agencies across the United States to determine whether drivers are impaired. The program follows the National Highway Traffic Safety Administration (NHTSA) curriculum and is funded by the federal agency through a grant administered by the Department of Public Works Highway Safety Division. The course combines classroom instruction with hands-on practice and training topics covering impairment detection, the proper administration and interpretation of sobriety tests, and field report writing.

A component of the training focused on the Horizontal and Vertical Gaze Nystagmus tests, which are vital tools for determining levels of intoxication. Practical exercises and dry runs allowed participants to refine their skills in preparation for real-world situations. The ultimate goal of the SFST program is to enhance officers' ability to identify and address impaired driving, thereby reducing DUI offenses and making Guam's roadways safer. We are extremely proud of Officers Quinata, Iriarte, and Cruz for completing this rigorous course and becoming certified trainers. Their commitment to expanding the Port Police's expertise will have a lasting impact on our department's effectiveness in addressing impaired driving. Through this training, we are advancing safety for our Port, our people and the entire island community.

8. **Port Authority and U.S. Navy Partner to Remove Derelict Vessel.** The Port Authority, in partnership with the U.S. Navy, successfully removed a derelict vessel from the Piti Channel through the Navy's Innovative Readiness Training (IRT) program. The vessel, known as The Voyager, was originally docked at F6 but broke loose and ran aground during Typhoon Mawar in May 2023. Recognizing both the environmental and navigational hazards posed by the vessel, the Port applied to partner with the Navy through the IRT program to carry out its safe removal. The Navy's IRT program is a Department of Defense (DoD) initiative designed to provide military personnel with real-world, hands-on training in fields such as construction, healthcare, and logistics. These missions are conducted within the United States and its territories, giving service members the opportunity to enhance their skills while providing valuable services to local communities. The program fosters strong collaboration between military units and community partners, supporting joint projects that improve military deployment readiness while benefiting the community at large. Initial removal efforts began on September 15, 2025, but operations were temporarily halted when the bollard securing the line to The Voyager broke off. On September 22, the Navy salvage ship USNS Salvor successfully towed the vessel back to F6.

Currently, the Navy Salvage Team and Port personnel are working together to clean the vessel. Once the cleaning process is completed, the Guam Environmental Protection Agency, U.S. Environmental Protection Agency, and U.S. Coast Guard will inspect The Voyager. If deemed environmentally safe, the vessel is scheduled to be tugged into open waters and allowed to sink naturally on October 1, 2025. The removal of The Voyager is a great example of what we can accomplish through collaboration. By working hand-in-hand with the U.S. Navy, we not only helped provide valuable training for military personnel but also addressed a significant environmental and navigational concern for our Port and island community. This partnership reflects our ongoing commitment to protecting Guam's waterways and ensuring the safety of all who depend on them.

9. **Port Concludes Week of Strategic Stakeholder Meetings with WSP.** The Port successfully wrapped up a series of strategic stakeholder meetings held from September 22 to 26, 2025, aimed at gathering vital data and input to guide planning and modernization efforts for Guam's only commercial seaport. The meetings were conducted in partnership with WSP, a consultant engaged to work with the Port and local stakeholders to evaluate Guam's economic development, tourism growth, and military buildup, ensuring that the Port's plans align with the island's long-term needs and opportunities. Over the course of the week, WSP met with shipping carriers, government agencies, and economic development partners to review operational data and discuss ways to strengthen Guam's supply chain and regional trade position. These sessions included valuable discussions with APL, MEL Lines, Matson, Kyowa, the Guam Visitors Bureau, the Guam Economic Development Authority (GEDA), the Public Utilities Commission (PUC), and representatives from other entities. Bringing our stakeholders together for open discussions about our current operations and future goals is critical to ensuring the Port remains ready to meet the demands of our island and the region. These meetings helped us build stronger partnerships and provided a roadmap for advancing our mission of service and sustainability.

The week began with a Management In-Brief, where WSP outlined its objectives and approach, and concluded with a Management Out-Brief to present key takeaways and next steps. Topics covered included carrier operations, economic development strategies, tourism partnerships, and ways to improve operational efficiency to better serve the people of Guam.

10. **Port Authority in Full Compliance with OPA Recommendations (OPA Report No. 25-09).** The Office of Public Accountability's Report No. 25-09, issued in September 2025, confirms that the Port Authority of Guam has no outstanding audit recommendations. The three recommendations from the 2022 Back Wages audit have all been closed, and the single open item from the Autonomous Agency Collections Fund audit is directed to the Guam Legislature, not to the Port. This reflects the Port's full compliance with OPA recommendations and our continued commitment to accountability and sound internal controls.
11. **Multiple Invasive Species Slip Past Inspections on DoD Vehicles from Tinian.** KUAM New reported on September 30, 2025 that multiple invasive species slipped past biosecurity inspections aboard military vehicles shipped from Tinian. Ants, spiders and even snails hitched a ride on Department of Defense humvees on open flat racks from the Northern Marianas island and arrived at Guam's port on Monday morning. Guam Department of Agriculture biosecurity chief Christopher Rosario says the DoD vehicles should have gone through multiple levels of inspections on Tinian before departure and in Guam upon arrival, but Guam Port safety officers were the ones to find the pests Monday night. Rosario explained, "It had basically gone through many loopholes in terms of the inspection process. There are many agencies involved with this. I just wanted to leave that message out there that we all got to be cognizant of looking out for invasive species, whether it's in Guam and outside of Guam." The Guam Customs and Quarantine Agency, Agriculture's Biosecurity Division and DoD contractor Center for Environmental Management of Military Lands in Tinian were contacted to do another thorough inspection and spot treatment. Rosario says the ants have been confirmed to be yellow crazy ants, but the spiders and snails have yet to be identified. He added that, "I just want to say that it just goes to show that invasive species can really hide in nooks and crannies in vehicles, in containers, in flat racks, whether its in an open environment or closed environment. We just need to be a little more vigilant in detecting these invasive species." In the meantime, local media reports show Tinian leaders has been raising concerns over invasive species amid increased military activities on the island. About a week ago, their Customs and Biosecurity intercepted two venomous black widow spiders and eggs aboard the vessel APL Islander on Tinian. But Rosario says while still unidentified, these spiders are not black widows.
12. **General Manager's Notes for YTD Finances.** We are providing the following summary for August 31, 2025:

REVENUES AND CARGO THROUGHPUT:

- The Port's total operating revenue as of August 31, 2025 (11 months), is \$53.3 million, which is 6.8% or \$3.9M lower than the YTD revenue budget of \$57.2 million as of August 2025.
- The total number of containers handled as of August (11 months) is 77,065, which is lower by 1.6% or 1,241 containers compared to last year's YTD total of 78,306 containers. The decrease in the number of containers can be attributed to the local containers handled by -5.0% or 3,184 containers, but it was offset by the increase in stuff transshipment and empty transshipment totaling to a positive 1,943. Total tonnage for non-containerized cargo stands is 174K revenue tons, a 10.9% decrease from last year's August total of 195K revenue tons.

OPERATING EXPENSES:

- The total operating expenses as of August 31, 2025 is \$54.0 million, which is 2.7%, or \$1.4M higher than the August YTD FY25 budget of \$52.6 million. Some of the expenses that are high in the eleven months of the fiscal year are General Insurance, Depreciation, Utilities, Agency & Management fees, and Insurance Benefits Repairs .

OVERTIME EXPENSE AND DIRECT LABOR REVENUE:

- Overtime for all the divisions as of August is \$1.6M, which is 17%, or \$231K higher than the FY25 overtime budget of \$1.4M. The OT variance decreased from 19.4% in July to 17% in August OT numbers.
- The total Direct Labor revenue as of August is \$3.9 million, 5% or \$171K higher than the FY25 projection of \$3.7 million.

YTD OPERATING REVENUES MINUS YTD EXPENSES:

- Operating results (Operating revenues minus operating expenses) for August showed an improved operating loss of \$735K, a 6% decrease from the \$1.6 million loss recorded in June. After accounting for net Other Income/Expenses of \$2.1 million, year-to-date results shifted to a positive net income of \$1.4M, a notable turnaround from the \$342,000 net loss reported in June. This improvement was supported by \$4.0 million in federal reimbursements booked year-to-date, which continue to strengthen the Port's overall financial position.

YTD DEBT SERVICE COVERAGE RATIO (DSCR) STATUS:

- Based on the August numbers, the DSCR calculation is at 1.5, which is above by 46% of the 1.25 ratio requirement in the 2018 bond indenture agreement.

13. Status of Ongoing Awarded Grant Activities and Updates on Planned Grant Acquisitions.

- **U.S. Economic Development Administration (EDA) Fuel Pipeline Connectivity Project.** PAG staff met with Project Officer to discuss options to expend remaining grant funds. *Update:* The Port continues to work with F1 Pier Manager and fuel operators to determine feasible projects for a grant scope modification request, as well as with EDA Program Manager on potential funding opportunity under EDA's Supplemental Disaster Grant Program to supplement the funding shortfall for the Fuel Pipeline Connectivity Project construction.
- **MARAD Marine Highway Program.**
 1. PO 19890-OS - PAG received two refrigerated container (reefer) 40-plug gensets on April 19, 2025. *Update:* MARAD approved PAG's reimbursement request for the two refrigerated container (reefer) 40-plug gensets in the amount of \$717,600.00. Payment was received on August 29, 2025.
 2. PO 20412-OS – PAG received five (5) ea. 11,000-lbs. on June 23, 2025. – *Update:* Planning processed the payment of \$352,015.00 to Advanced Material Handling on September 5, 2025 for the five 11,000lbs capacity forklifts.

Update: Planning is working with MARAD grant and Program Managers to reprogram excess funds from the FY 2022 AMH grant.

- **Office of Local Defense Community Cooperation.** The PAG's recent grant application totaling \$1.45 million for its Owner's Agent/Engineer to conduct a Port Resiliency and Sustainability Study was granted by OLDCC through the Office of the Governor. *Update:* The Grant Closeout document was accepted by OLDCC on September 15, 2025, and PAG was notified via email on September 22, 2025.

- **EPA Diesel Emissions Reduction Act (DERA) Program.** Grant application status pending review by US EPA. PO 20063-OS - Two Tier 4 terminal yard tractor units were delivered to PAG on April 25, 2025. Planning and Maintenance Divisions will coordinate the decommissioning of tractor units previously identified for replacement. *Update:* Finance processed reimbursement request for the two tractor units received through FY22 grant 98T77501, pending approval by US EPA. Maintenance completed scrapping of the two units identified for replacement. PAG received \$295,266.00 reimbursement from U.S. EPA on August 25, 2025.
- **US DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program.** The USDOT Office of the Secretary, through MARAD, approved the Port's no-cost modification, reallocating funds from Pier F-1 to support repairs for Wharves F-2 through F-6. *Update:*
 - **Environmental Assessment** - As part of the ongoing Environmental Assessment, consultation letters have been prepared and shared with key federal regulatory partners. On July 11, PAG received Essential Fish Habitat (EFH) Conservation Recommendations from the National Marine Fisheries Service (NMFS). PAG formally concurred with the recommendations on August 8. NMFS acknowledged PAG's commitments and officially closed the EFH consultation.
 - **Conservation Recommendation 1:** Relocate all branching corals within the direct impact area to selected sites to minimize loss of corals. Proposed Task Order 19, covering coral relocation and a three-year monitoring period, is being reviewed by PAG.
 - **Conservation Recommendation 2:** Remove marine debris. This removal activity will take place during construction to ensure safe and efficient project delivery.
 - **Monthly Progress Meeting** - Regular coordination continues through monthly meetings with MARAD Project Managers to maintain situational awareness across all RAISE grant-related activities. As part of this effort, the MARAD PM has updated the draft Grant Agreement to reflect the new Administration's grant requirements. The revised draft has been provided to PAG for review and comment. Final execution of the agreement is contingent upon completion of NEPA requirements.
- **Office of Insular Affairs Maintenance Assistance Program (MAP).**
 - **Port Welding Shop Phase 1 & 2 Project.** Work commenced on January 22, 2025. *Status Quo* - Welding Shop outdoor spall repair has been completed. Indoor work is in progress. An amendment is being developed to account for the additional spalling that has been discovered over the course of the project.
 - **Generator Maintenance Program.** On January 23, 2025, the PAG received approval for its no-cost extension request to September 30, 2026. This will allow the Port to fully execute Year 3 of the technical service contract. *Status Quo* - Contractual work for the third service year is ongoing.
- **U.S. EPA Clean Ports Program: Climate and Air Quality Planning Competition.** The U.S. EPA Clean Ports Program aims to reduce air pollution and greenhouse gas emissions at ports by supporting projects that adopt cleaner technologies and practices. December 19, 2024, PAG received the Notice of Award/Grant Agreement of \$2,410,415 to fund the PAG Net Zero Emissions Strategy Update and Implementation Plan project. *Update:* The Port is progressing the

Net Zero Emissions Strategy Update and Implementation Plan project, currently developing the Quality Assurance Project Plan, and planning the Maritime Resilience and Innovation Summit scheduled for October 22, 2025 at the Hyatt Regency Hotel. The project's in-person kick-off meeting is scheduled for October 20, 2025.

- **Clean Vessel Act (CVA) Assessment Grant – Pumpout Services for Public Marinas and Harbor of Refuge. *Status Quo*** – PAG was designated as a subrecipient under a \$385,000 Clean Vessel Act (CVA) grant awarded to the Guam Department of Agriculture's Division of Aquatic and Wildlife Resources (DAWR). The grant supports a comprehensive assessment of pumpout service needs for recreational boats at the Agat Marina, Gregorio D. Perez Marina, and the Harbor of Refuge. The project will evaluate the most appropriate CVA service—shore-based or pumpout vessel—for the island's public marinas, considering varying waste volumes, boat access needs, and system infrastructure. ***Update:*** The draft Memorandum of Understanding (MOU) has yet to be provided to PAG by DOAg. PAG stands ready to review and proceed once the draft is received.
- **New Grant Opportunity – U.S. EPA Environmental and Climate Justice Community Change Grants Program / Inflation Reduction Act Community Change Grants Program. *Status Quo*** – PAG awaits notification from Community First Guam Federal Credit Union, lead applicant. Projects selected are:
 - Installation of a Solar Photovoltaic System and Batteries Project
 - Microgrid Feasibility Study Project
 - Route 11 Seawall Improvement Project
- **New Grant Opportunity - 2024 NOAA Marine Debris Program- BoatUS Foundation Abandoned and Derelict Vessel (ADV) Removal Grant Program.** The Port submitted its application on November 21, 2024, for the PAG Harbor Restoration and Resilience Initiative (PAGHRR) Project, which would remove thirteen (13) abandoned and/or sunken vessels from PAG properties. The proposed project total is \$859,720.00. ***Status Quo*** - The PAG has been working with Boat US Foundation to address and finalize all grant award documentation. Next steps are to finalize the scope and then move forward with the procurement process.
- **Sport Fish Restoration & Sport Fishing and Boating Safety Act Program Maintenance of Public Boat Ramp.** PAG was awarded \$120,000 for the Agat Marina Southern Walkway Repairs under the Sport Fish Restoration. Additionally, PAG received \$275,000 for the Pre-construction Planning Grant for a Gangway and Courtesy Dock at the Harbor of Refuge under the Sport Fishing and Boating Safety Act. Both grants were provided by the U.S. Fish and Wildlife Service through the Guam Department of Agriculture. ***Status Quo*** – The draft Memorandum of Understanding (MOU) has yet to be provided to PAG by DOAg. PAG stands ready to review and proceed once the draft is received.
- **New Grant Opportunity - U.S.DOT Federal Highway Administration (FHWA) Low-Carbon Transportation Materials Program (LCTM).** PAG submitted its application, PAG Low-Carbon Transportation Materials Study, in November 2024. This proposal aims to identify and test locally sourced, low-carbon recycled waste materials to assess their suitability for use in eligible Federal-aid projects. Additionally, the study will help integrate these materials into future

transportation plans or updates for Guam. The total project cost is \$7,216,910.00. *Update:* FHWA still in the process of reviewing applications. PAG awaits a response to a follow-up email sent on September 15, 2025.

- **New Grant Opportunity – 2025 U.S. Department of Transportation Maritime Administration (MARAD) - U.S. Marine Highway Program (USMHP). *Status Quo*** – In an effort to continue PAG’s success with MARAD’s USMHP Project Designation titled “Guam Marine Transportation Enhancement Initiative” as well as a grant award of \$5.7M during the FY 2022 cycle, the PAG will be submitting a project proposal for the acquisition of specialized cargo handling equipment that will directly enhance the operational capacity and efficiency in support of the Marine Highway Route M-GNM1.
 - **New Grant Opportunity – 2025 Department of Defense Office of Local Defense Community Cooperation (OLDCC) Defense Community Infrastructure Program (DCIP).** The Strategic Planning division submitted the F1 Pier Infrastructure Restoration – Structural and Safety Repairs Project grant application on July 3, 2025. A total project cost of \$6,981,369.00 with a request of federal funding in the amount of \$4,886,958. *Update:* The PAG was successful in its application to conduct near-term repairs of the F1 fuel pier. The scope includes open-corrosion spalls and crack repairs, structural pile repairs, fabrication and installation of new gangways at select dolphins, and more. The project also includes a Local Share of \$2,094,411.00.
 - **New Grant Opportunity – U.S. DOT Maritime Administration (MARAD) Port Infrastructure Development Program (PIDP).** PAG submitted its application, Strengthening Supply Chain with New Port Cranes, in September 2025. The project will fund three new Ship-to-Shore (STS) gantry cranes to replace aging units from the 1980s, strengthening Guam’s supply chain and ensuring reliable port operations. The total project cost is \$74,586,792, with \$59,669,434 requested in federal funding and \$14,917,358 in non-federal match. *Status* – MARAD is reviewing application, with award announcements anticipated by January 2026.
 - **New Grant Opportunity – 2025 FEMA Port Security Grant Program (PSGP).** On September 29, 2025, the Port Authority of Guam received an email notification that its grant application submitted for the FY2025 PSGP has been approved for a total amount of \$1,116,368.00. Awarded projects include: 1) Implementation of an Active Directory; 2) Replacement of the aging SonicWall 4600 firewall and 3-year subscription of Intrusion Detection System monitoring; 3) Security barrier system; and 4) Modular Floating Dock System for Port Police.
14. **Port Revenue Bonds Project Status.** As of September 30, 2025, the attachment provides information on the status of the revenue bond projects, which include the rehabilitation of the hotel wharf, repairs and improvements to the golf pier, waterline replacement/relocation, upgrades to the EQMR building, repairs and upgrades to warehouse one, construction of a new admin annex building, and other priority projects.

V. OLD BUSINESS

There were no items discussed under old business.

VI. NEW BUSINESS

1. **Discussion on Speaker Frank Blas, Jr.'s Letter dated August 6, 2025-Discussion on request for information on current statute and policies for employees.** The General Manager mentioned that to Speaker Blas' letter, he provided a response memo to the Board and stated that the Speaker's letter addressed to the Port Board of Directors requests that the Board provide information on current Port policies that address the handling of employee grievances or complaints filed against Port management, and protections for employees from retaliation when such grievances or complaints are filed. Because the request was addressed to the individual members of the Board, all at the same time, rather than to the Chairperson or to the General Manager, no single Board member or administrative office could respond or direct a response without formal Board action. This Board meeting held today is the first opportunity for the Board to deliberate on the correspondence in compliance with the Open Government Law. The General Manager mentioned that the memo addressed to the Board provides as an attachment that are relevant documents the Speaker is requesting which is believed to satisfy the Speaker's request.

Director Mendiola directed the members' attention to paragraph 3 of the Speaker's letter, which states in part: "The False Claims and Whistleblower Protection Act also provides essential protection for employees who report violations of law or public misconduct. We found that both processes do not uniformly cover grievances and complaints filed against department or agency heads for alleged misconduct filed by employees." Director Mendiola raised a question: If a grievance is filed against a department or agency head, who holds the authority to review and act on that case? He noted that, based on his understanding, the Port Authority's enabling legislation vests the Port Board with the authority to investigate such matters. He emphasized that this issue warrants a formal response from the Board to the Speaker of the Legislature, given that this concern was in bill form, and underwent a public hearing. Director Mendiola acknowledged that, as advised by Port counsel and the General Manager, protections for port employees are available through the Civil Service Commission; however, he questioned whether that negates Port Board's responsibility to review the Port's Personnel Rules and Regulations to ensure those protections are safeguarded.

The Vice Chairperson shared her understanding of the Speaker's letter and posed a question: What was the Speaker requesting? She explained that the Speaker is merely asking for the Port's Personnel Rules and Regulations, along with information on how Port employees are protected—both of which are addressed in the memo to the Board provided by the General Manager. She emphasized that the Speaker is not asking this Board to review the proposed legislation. The Vice Chairperson affirmed her understanding that the Port's Personnel Rules and Regulations are consistent with existing law. She noted that when an appeal is brought before the Civil Service Commission (CSC), the Commission conducts its own independent investigation. She stressed that it is the Board's responsibility to ensure that any employee filing a grievance is provided with a neutral and fair platform—one that is already established through procedures outlined in the Port Rules and Regulations and aligned with applicable legal standards. The CSC also plays a critical role in hearing grievance appeals to ensure an independent and impartial review. The Vice Chairperson further expressed that direct involvement by the Board could compromise the integrity of the established process and influence the outcome. So at this point, and in response to the Speaker's letter, she suggested for the Board to direct the General Manager to provide what the Speaker is asking for, which is the Port's Personnel Rules and Regulations that protects employees when filing a grievance.

After some discussion, the Chairperson directed the Board's attention to the final paragraph of Speaker Blas' letter, which requests information regarding current policies that protect Port employees from retaliation when filing grievances or complaints against Port management. The Chairperson noted that if the Port's Personnel Rules and Regulations contain provisions specific to retaliation protections, then this should satisfy the request. At this time, and in response to Speaker Blas' letter, Director Mendiola made a motion to formally provide information on the current policies that protect employees from retaliation for filing grievances or complaints against Port management, seconded by Director Valencia-Ovalles. The motion on the floor was then put to a vote. The Vice Chairperson, Director Mendiola and Director Valencia-Ovalles voted in favor of the motion. The Chairperson abstained. The motion was passed and approved by a majority vote.

Without objection, Director Mendiola asked the General Manager to provide the Board with a summary outlining relevant details of all Port cases currently pending before the Civil Service Commission and the courts, to include settlement cases, if any.

2. **Adoption of Board Resolution No. 2025-27 relative to recognizing Port Week and the Port's 50th Anniversary Celebration.** Director Valencia-Ovalles made a motion to adopt Board Resolution No. 2025-27 relative to recognizing Port Week and the Port's 50th Anniversary celebration, commemorating fifty years of service, partnerships, and resilience, and affirming the Port's commitment to meeting the island's immediate and future needs resulting with ongoing partnerships. The motion was seconded by Director Mendiola and was unanimously approved.

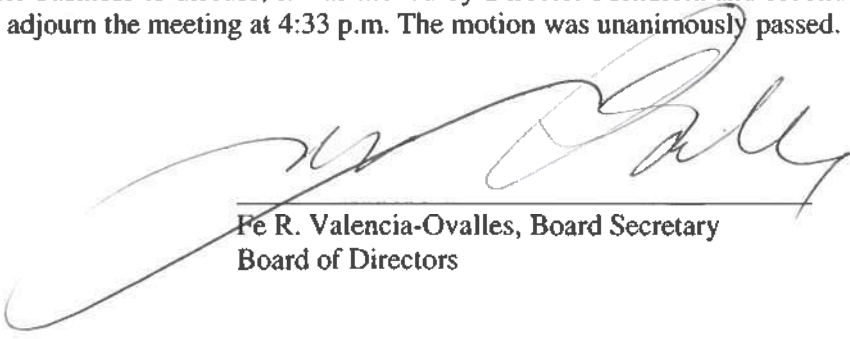
3. **Adoption of Board Resolution Nos. 2025-28 thru 2025-37 relative to honoring Port Retirees.** Director Valencia-Ovalles made a motion to adopt Board Resolution Nos. 2025-28 thru 2025-37 relative to commending and congratulating, the named port employees as presented, on their retirement with the Jose D. Leon Guerrero Commercial Port, seconded by Director Mendiola. Motion was unanimously approved.

4. **Adoption of Board Resolution No. 2025-38 relative to affirming support for bond financing and financial commitments for use as matching grant requirements, with update on crane acquisition.** Director Valencia-Ovalles made a motion to adopt Board Resolution No. 2025-38 relative to affirming the Board of Directors' continued support for bond borrowing to leverage matching federal funds for the acquisition of up to three gantry cranes, rehabilitation of wharves and piers including required upgrades for crane installation, and other critical infrastructure facilities, and to provide for the refunding of the 2018 revenue bond, and finance, and to memorialize the Port's efforts to acquire three new ship-to-shore gantry cranes since 2019. The motion was seconded by Director Mendiola and was unanimously approved.

5. **Clean Ports Conference Update.** The General Manager mentioned that the Maritime Resilience and Innovation Summit is scheduled for October 22, 2025 at the Hyatt Regency Guam as part of the Port's 50th Anniversary week. The summit is a direct outgrowth of the Port's Clean Ports Program and the \$2.4M federal grant awarded through the U.S. Environmental Protection Agency. He said the grant allowed the Port to formalize its Clean Ports strategy, expand eligibility for future federal investments, and establish the foundation for this summit as a flagship event for regional collaboration on port modernization, energy resiliency, and emissions reduction. The theme and objectives include commerce, national security, and energy dominance. The summit will focus on clean technology deployment and emissions reduction, energy resiliency and transition, port modernization for commerce, security, and fuel logistics, and innovation and regional leadership in sustainability and workforce development.

VII. ADJOURNMENT

There being no further business to discuss, it was moved by Director Mendiola and seconded by Director Valencia-Ovalles to adjourn the meeting at 4:33 p.m. The motion was unanimously passed.



Fe R. Valencia-Ovalles, Board Secretary
Board of Directors

APPROVED BY:



Dorothy P. Harris, Chairperson
Board of Directors





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Lourdes A. Leon Guerrero
Governor of Guam
Joshua F. Tenorio
Lieutenant Governor

General Manager's Report for Board of Directors
November 21, 2025

- 1. S&P Global Ratings Affirms 'A' Rating and Stable Outlook for the Port Authority of Guam.** S&P Global Ratings has affirmed its long-term 'A' rating on the Port Authority of Guam's outstanding Series 2018 Port Revenue Bonds and maintained a stable outlook. The reaffirmation highlights the Port's strong financial position, essential role in Guam's economy, and continued commitment to responsible fiscal management. "The stable outlook reflects our expectation that port activity will remain near current levels, allowing the port to continue producing key financial metrics in line with historical performance and appropriate for the current rating," the S&P report stated. Even with lower cargo volumes in fiscal year 2025, including a 1.6 percent dip in containers and a 10.9 percent drop in breakbulk, the Port delivered solid financial results. Early planning and decisive action, including a \$3 million debt reduction strategy to maintain compliance with its rate covenant and helped maintain strong debt service coverage and overall fiscal stability. Without this one-time action, the Port would not have met its required 1.25x rate covenant. Management action will result in coverage of about 1.59x for the year.

According to the S&P Global Ratings report:

- Management remains focused on the port's financial strength, and has proactively addressed operating pressures caused by inflation, capital expenses, and fluctuations in port cargo activity.
- We believe the port's the proposed tariff increases—pending approval from Guam Public Utilities Commission will help the authority maintain strong financial metrics and offset inflationary pressures, cargo volume declines, and increases in debt service related to planned debt issuance in 2026.
- We expect the planned rate increase, new lease agreement and the overall rebound in activity levels will support port's operating costs and financing of its capital expenditures, including debt service on additional debt needs.

These findings align with Port Board Resolution No. 2025-38, unanimously passed by the Port's Board of Directors. The resolution affirms the Port's intent to pursue bond borrowing of up to \$100 million during fiscal year 2026 to leverage matching federal funds, if awarded, for critical modernization projects. These include up to three new

gantry cranes, wharf and pier upgrades, and other infrastructure tied to the Port's long-standing modernization efforts. The borrowing is not intended to fully finance these projects but to provide the local match required to access significant federal grants. This underscores the need for continued federal support for the Port Readiness Plan. These bond rating results don't come easy, and we don't take them lightly either. They reflect disciplined leadership, strategic decisions, and a consistent focus on a team effort doing what's right for the Port. Along the way, our record shows we've strengthened practices and corrected course when needed to protect the Port's finances and operations.

We report our financial status monthly to the Board and the public to stay strategic and accountable. That transparency, combined with a team that takes ownership, shows in how we close out the fiscal year. Good financial management is not luck. It is deliberate and produces results. Challenges come up, but strong outcomes come from clear leadership, sound decisions, and employees who give their best every day because they are empowered to do so. Since 2019, the Port has overhauled its financial management system, strengthened internal controls, and improved debt service planning. These reforms were backed by leadership and supported through expanded capacity in the Finance Division. The Port has maintained over 200 days of cash on hand and continues to carry a manageable debt profile.

As the Port approaches its 50th anniversary this month, this announcement is more than a credit rating. It is another significant milestone in the Port's transformation into a stronger, more resilient institution," said Governor Lou Leon Guerrero. "The Port of Guam is a critical infrastructure agency that is staying focused on its mission to ensure commerce, provide for national security readiness, and pursue energy dominance for Guam and our region."

Lieutenant Governor Josh Tenorio added, "The Port turned things around by staying focused and committed to a clear path forward. Today's results reflect a management team and workforce that keeps their eye on the mission. Strong finances, secure and stable operations, and steady readiness are no accident. This is what Port Strong looks like, with a Board and employees focused on the mission: a healthy economy today and a prosperous future for our island tomorrow."

Board Chairperson Dot Harris stated, "This rating reaffirmation validates the work our Port family has done to stabilize and strengthen this agency. The Board and management have remained focused on ensuring sound financial policies, accountability, and modernization goals stay on track. We are proud of the progress that management and employees have made together. Their discipline and teamwork are why the Port continues to deliver for our island and our region. Biba Port Strong."

We extend our appreciation to Governor Lou Leon Guerrero, Lieutenant Governor Josh Tenorio, and the Port Authority Board of Directors led by Chairperson Dorothy Harris for their continued support and confidence. We also recognize Port employees as the backbone of this agency. Their dedication and trust have been essential to meeting our goals, solving problems, and moving the Port forward. Every single division has contributed to this success through a shared commitment to our One Port, One Fight mindset. We also thank the Port Users Group for consistently putting what is best for the Port first and for being a steady partner in our progress.

2. **Port Concludes Successful 50th Anniversary Port Week Celebration.** The Port Authority of Guam successfully concluded its 50th Anniversary Port Week celebration, marking a historic milestone under the theme "Port Strong: 50 Years of Grit, Resilience, and Service Fueling Local and Regional Economies, Partnerships, and National Security." The week-long celebration featured a full schedule of events honoring five decades of growth, progress, and service to the people of Guam and the region. Port Week began on October 20 with an Opening Ceremony held at the Port's main administration building. Acting Governor Josh Tenorio, Board Chairperson Dorothy Harris, and I delivered remarks recognizing the Port's transformation and its vital role as Guam's lifeline for commerce, national security, and regional partnerships. The ceremony also included a flag raising, a parade of trucks, and the presentation of a proclamation and a legislative resolution.

Throughout the week, Port employees participated in various friendly competitions including volleyball, basketball, bowling, dart tournament, softball, and a tractor pull event that drew strong participation and enthusiastic crowds. The Port also took part in a roadside cleanup and hosted the Maritime Resilience and Innovation Summit, which brought together local and regional partners to discuss port security, infrastructure readiness, and sustainable growth in the Pacific. As part of the celebration, the Port published its 50th Anniversary Legacy Booklet, documenting five decades of milestones, investments, and achievements. The agency also

premiered its commemorative video, "Our Legacy," which is now available for public viewing on the Port's YouTube and official social media pages. The celebration culminated on October 25 with the Grand Finale and Employee Recognition Ceremony Dinner and Awards Ceremony at Leo Palace Resort Guam.

Among those recognized were recipients of the Sick Leave Awards, Years of Service Awards, and Annual Awards:

Sick Leave Awards

3500 Hours: Virginia Payumo, Paul Salas

3000 Hours: Margret Duenas

2000 Hours: Victor Camacho, John Tass, Junior Topasna

1500 Hours: Wayne Drilon, Christina Leon Guerrero, Joaquin Manglona, Benny Quinata

1000 Hours: Ronnie D. B. Cruz

Years of Service Awards

40 Years: Roy Mendiola, Glen Topasna

35 Years: Ronald Ayuyu, Gregorio Babauta, Derrick Balajadia, Frank Cepeda, William Hudson, Josette Javelosa, Edwin Malaga, Dora Perez, Kenneth Quintanilla, Annie Sablan, Jennie Untalan

30 Years: Helen Aguon, Glenn Nelson, Jesse Quinata, Eric Salas, Raymond Santos

25 Years: Ray Aromin, Leo Espia, Janice Flores, Carmelita Nededog, Virginia Payumo, John Tass

20 Years: Benny Cruz, Benny Quinata, Corrina Quinata, Theresa Reyes-Manibusan

Annual Awards

Employee of the Year (Category I): Christopher Aguon

Employee of the Year (Category II): Kevin Sanchez

Employee of the Year (II): Alfred Manibusan

Supervisor of the Year (I): Frances Candoleta

Supervisor of the Year (II): Derrick Balajadia, David Roberto, Jr.

Outstanding Work Center (I): General Administration

Outstanding Work Center (II): Transportation

Good Housekeeping Work Center (I): Procurement and Supply

Good Housekeeping Work Center (II): Transportation

Port employees were commended for their hard work and commitment, and recognized for contributing to the Port's success, an achievement driven by teamwork, discipline, and pride in serving the community. The Port Authority of Guam expresses its gratitude to all employees, retirees, partners, and the community for making the 50th Anniversary Port Week a memorable and meaningful celebration.

The entire Port Week planning effort was completed in house. The Deputy General Managers served as overall co-chairs, and division heads led individual events with full support from PAGGMA. The Port's marketing team produced the legacy booklet, the program booklet, and all ceremony materials for the week's activities, reflecting the skill and pride of the Port family in delivering a celebration that honored the agency's fiftieth anniversary.

As part of this celebration, we respectfully request that the Board enter the Port's Fiftieth Anniversary Legacy Book into the official record of this board meeting. This publication documents the Port's growth, milestones, and the contributions of employees and partners over the past fifty years, and it will serve as a permanent archival document of the Port Authority of Guam.

3. **Maritime Resilience and Innovation Summit held during Port Week.** The Port Authority held the Maritime Resilience and Innovation Summit on October 22, 2025, at the Hyatt Regency Guam. The event was part of the Port's yearlong 50th Anniversary celebration and served as a major highlight of Port Week 2025, held under the theme "Port Strong: 50 Years of Grit, Resilience, and Service Fueling Local and Regional Economies, Partnerships, and National Security." The Summit brought together government leaders, maritime experts, and regional stakeholders to discuss sustainability, modernization, and innovation across port operations. It showcased Guam's leadership in building resilient infrastructure and advancing clean port initiatives through the U.S. Environmental Protection Agency's Clean Ports Program. Speakers included Governor Lourdes Leon Guerrero, Lt. Governor Joshua Tenorio, Senator Jesse Lujan of the 38th Guam Legislature, Sharon Weissman, Commissioner of the Port of Long Beach, Conchita Taitano, President of the Association of Pacific Ports Executive Committee and Vice Chairperson of the Port Board of Directors, to include myself, as the General Manager of the Port Authority.

The one-day event featured presentations and discussions on energy resilience, environmental stewardship, and modernization of maritime infrastructure as essential components for sustaining economic growth and national security. The Summit represents the Port's commitment to leadership and collaboration in the region. It's about charting a bold course together, one that embraces innovation, sustainability, and resilience. As we celebrate 50 years of service, we are also setting the stage for the next 50, ensuring Guam's only commercial seaport continues to serve as the lifeline of our island and a critical hub for the region.

4. **Port Participates in Launch of Life Jacket Loaner Station Program.** The Port Authority joined Governor Lou Leon Guerrero, the Guam Police Department, and partner agencies on October 24, 2025 for the launch of the Life Jacket Loaner Station Program at the Hågat Marina, an initiative aimed at enhancing water safety for families and visitors across the island. Through this program, boaters and shoreline visitors may borrow Coast Guard-approved life jackets at no cost before heading out on the water. The program is made possible through collaboration with GPD's Recreational Boating Safety Program, federal support from the US Coast Guard, and coordination among local government agencies and community partners. The program directly supports the Port's commitment to safety in Guam's maritime environments.

Our waters are part of our everyday life here in Guam, and this program gives families an extra layer of protection when enjoying our shorelines and marinas. We thank Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, and GPD for leading this effort, and we appreciate the partnership of the U.S. Coast Guard and our local stakeholders. The Port is proud to be part of this work to keep our community safe. The Life Jacket Loaner Station at the Hågat Marina is the first in a series of planned stations around the island and will be available to both residents and visitors. The initiative encourages responsible recreation by ensuring that safety equipment is accessible, properly fitted, and easy to return after use.

5. **Board Reaffirms Commitment to Modernization and Infrastructure Investments.** Port Board of Directors unanimously adopted Resolution No. 2025-38 on October 2, 2025, reaffirming its commitment to bond financing as a strategic tool to secure matching federal funds for the island's largest seaport modernization initiative in history. The resolution paves the way for the acquisition of up to three new ship-to-shore gantry cranes, the rehabilitation of wharves and piers with required upgrades

for crane installation, other critical infrastructure projects, and the refunding of the 2018 Revenue Bond. This is about protecting Guam's economic lifeline and securing our role in national defense readiness. By positioning bond borrowing as a match to federal funding, we maximize outside investments while safeguarding our community's long-term interests. This is not just an investment in cranes, it is an investment in Guam's future. The Port has pursued crane acquisition since 2019, developing specifications, submitting multiple federal grant applications, and aligning with local and federal partners.

In February 2025, the U.S. Maritime Administration granted a Build America, Buy America waiver for gantry cranes in Pacific territories, removing a critical barrier. Earlier this year, the Port submitted a Port Infrastructure Development Program (PIDP) grant proposal, "Strengthening Supply Chain with New Cranes," which remains under review. The new gantry cranes are vital to ensuring safe and efficient operations. The Port's existing cranes are decades old; the failure of even one would significantly disrupt supply chains, jeopardizing Guam's food and fuel imports and delaying critical U.S. military readiness activities in the Indo-Pacific by as much as four years. The resolution also memorializes six years of sustained advocacy and technical planning by the Port, its partners, and the island's elected leadership.

6. **Adahi I Tano' Cleanup Program.** On October 18, 2025, Port Strong employees joined the islandwide effort to care for our environment through Matson's Adahi I Tano' program, which supports local cleanup initiatives by providing cleanup supplies and container equipment for non-profit groups and community projects. The program's name, meaning "take care of the land" in CHamoru, reflects its mission to keep Guam clean and preserve its natural beauty. By tackling debris along Highway 11, our team helped ensure that the primary corridor into the Port remains safe, welcoming, and environmentally responsible.
7. **FY 2025 Management Performance Assessment.** We respectfully submit the FY 2025 Management Performance Assessment to this General Manager's Report as Attachment 1. This assessment provides a complete division-by-division review of performance, financial discipline, operational readiness, modernization progress, personnel system compliance, and alignment with Board directives. It contains the official performance reviews submitted by division heads and, when applicable, their assistant managers. It reflects how each division is meeting its responsibilities, advancing the Port's priorities, and responding to challenges within its areas of oversight.

8. **Civil Service Commission Post Audit Appeal: Case No. 25-PA05 (Vivian C. Leon vs. Port Authority of Guam).** The Civil Service Commission heard Post Audit Appeal Case No. 25-PA05 on November 6, 2025, regarding the creation of the Tariff Technician series. Vivian Leon was present as complainant, and I appeared with Port in-house counsel James L. Canto as the Port's representatives. After the Commissioners reviewed the staff investigative report and management's response, the Commission voted four to zero to decline further action. This closed the case in the Port's favor and resulted in a final decision with no findings against management in the creation of these positions. The Commission accepted the investigative report, issued no violations, and made no adverse rulings on anything involving the creation of the Tariff Technician positions.
9. **General Manager's Notes for YTD Finances.** We are providing the following summary for September 30, 2025:

REVENUES AND CARGO THROUGHPUT:

- The Port's total operating revenue as of September 30, 2025 is \$57.7 million, which is 7.5% or \$4.7M lower than the FY 2026 revenue budget of \$62.4.
- The total number of containers handled as of September is 83,574, which is lower by 2% or 1,684 containers compared to last year's YTD total of 85,258 containers.

OPERATING EXPENSES:

- The total operating expenses as of September 30, 2025 is \$63.2 million, which is 10.2%, or \$5.8M higher than the FY25 budget of \$57.4 million. For Fiscal Year 2025, all government agencies are subject to the implementation of GASB 101, which requires government to recognize a liability and an expense for uncompensated leave balances for all the active employees of the government agency. To execute this requirement, the Port's calculation for expense and liability for Sick Leave Uncompensated balance is \$4.9 million. This adjusting journal entry is part of the Operating Expense. This is considered a non-cash expense and since this big amount is a one-time entry since it is meant for employees' sick leave balance since they started. The operating expense would have been \$58.3 million, without the GASB 101 adjusting entry, and the percentage variance compared to budget would have been 1.6%.

OVERTIME EXPENSE AND DIRECT LABOR REVENUE:

- Overtime for all the divisions as of September is \$1.9 M, which is 20%, or \$314 K higher than the FY25 overtime budget of \$1.6M.
- The total Direct Labor revenue as of October is \$4.3 M, 5.3% or \$214K higher than the FY25 projection of \$4.0 M.

YTD OPERATING REVENUES MINUS YTD EXPENSES:

- Operating results (Operating revenues minus operating expenses) for September showed an operating loss of \$5.5 million. The Port ended with a net loss of \$2.7M after adding the net of Other Income/Expenses of \$2.8 M. The Port would have ended with a \$2.1 million in net income, but due to the GASB 101 adjusting entry, the result is a net loss of \$2.8 million.
- We anticipate \$4M as the remaining balance in the typhoon Mawar claim which would bring us back to a positive net income for FY2025.

YTD DEBT SERVICE COVERAGE RATIO (DSCR) STATUS:

- Based on the September numbers, the DSCR calculation for FY 2025 is at 1.95, which is above by 0.7 or 56% to the 1.25 ratio requirement in the 2018 bond indenture agreement.

10. **General Manager's Notes for YTD Finances.** We are providing the following summary for October 31, 2025:

REVENUES AND CARGO THROUGHPUT:

- The Port's total operating revenue as of October 31, 2025 is \$5.8 million, which is 6.4% or \$349K higher than the October revenue budget of \$5.4 million as of October 2025.
- The total number of containers handled as of October is 8,456, which is higher by 19.9% or 1,401 containers compared to last year's YTD total of 7,065 containers.

OPERATING EXPENSES:

- The total operating expenses as of October 31, 2025 is \$5.05 million, which is 4.5%, or \$239K lower than the October FY26 budget of \$5.3million. .

OVERTIME EXPENSE AND DIRECT LABOR REVENUE:

- Overtime for all the divisions as of October (1st month of FY 2026) is \$180 K, which is 42%, or \$53K higher than the FY26 overtime budget of \$126K.
- The total Direct Labor revenue as of October is \$435 K, 4.3% or \$18K higher than the FY25 projection of \$42 K.

YTD OPERATING REVENUES MINUS YTD EXPENSES:

- Operating results (Operating revenues minus operating expenses) for October showed an operating Income of \$732K. The Port ended with a net income of \$564K after deducting the net of Other Income/Expenses of \$168 K.

YTD DEBT SERVICE COVERAGE RATIO (DSCR) STATUS:

- Based on the October numbers, the DSCR calculation is at 2.06, which is above by 0.8 or 65% to the 1.25 ratio requirement in the 2018 bond indenture agreement.

11. Status of Ongoing Awarded Grant Activities and Updates on Planned Grant Acquisitions.

- **U.S. Economic Development Administration (EDA) Fuel Pipeline Connectivity Project.** *Update:* Planning and CIP/Engineering staff met with fuel terminal manager to discuss plans to add LPG line to the Fuel Pipeline Connectivity Project. A/E designer to submit cost estimate for the design work per grantor requirements.
- **MARAD Marine Highway Program.**
 - PO 20412-OS – PAG received five (5) ea. 11,000-lbs. on June 23, 2025. – *Update:* Finance and Planning are coordinating to submit reimbursement request for PO 20412-OS. Planning submitted reprogram request to purchase additional equipment with excess funds from the FY 2022 grant.
- **EPA Diesel Emissions Reduction Act (DERA) Program.** FY 2024 Grant application status pending review/selection by US EPA. *Update:* FY 2022 project completed pending grant closeout.

- **US DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program.** The USDOT Office of the Secretary, through MARAD, approved the Port's no-cost modification, reallocating funds from Pier F-1 to support repairs for Wharves F-2 through F-6.

Update:

- **Environmental Assessment** - As part of the ongoing Environmental Assessment, consultation letters have been prepared and shared with key federal regulatory partners. On July 11, PAG received Essential Fish Habitat (EFH) Conservation Recommendations from the National Marine Fisheries Service (NMFS). PAG formally concurred with the recommendations on August 8. NMFS acknowledged PAG's commitments and officially closed the EFH consultation.
 - **Conservation Recommendation 1:** Relocate all branching corals within the direct impact area to selected sites to minimize loss of corals. Proposed Task Order 19, covering coral relocation and a three-year monitoring period, is being reviewed by PAG.
 - **Conservation Recommendation 2:** Remove marine debris. This removal activity will take place during construction to ensure safe and efficient project delivery.
- **Monthly Progress Meeting** - Regular coordination continues through monthly meetings with MARAD Project Managers to maintain situational awareness across all RAISE grant-related activities. As part of this effort, the MARAD PM has updated the draft Grant Agreement to reflect the new Administration's grant requirements. The revised draft has been provided to PAG for review and comment. Final execution of the agreement is contingent upon completion of NEPA requirements.
- **Office of Insular Affairs Maintenance Assistance Program (MAP).**
 - **Port Welding Shop Phase 1 & 2 Project.** Work commenced on January 22, 2025. **Update** - Spall repair work and outdoor painting are 95% complete. Electrical work to begin mid-November. The procurement packet is being developed for the specialized welding equipment.

- **Generator Maintenance Program.** On January 23, 2025, the PAG received approval for its no-cost extension request to September 30, 2026. This will allow the Port to fully execute Year 3 of the technical service contract. *Status Quo* - Contractual work for the third service year is ongoing.
- **U.S. EPA Clean Ports Program: Climate and Air Quality Planning Competition.** The U.S. EPA Clean Ports Program aims to reduce air pollution and greenhouse gas emissions at ports by supporting projects that adopt cleaner technologies and practices. December 19, 2024, PAG received the Notice of Award/Grant Agreement of \$2,410,415 to fund the PAG Net Zero Emissions Strategy Update and Implementation Plan project.

Update: The Port is making substantial progress on its Net Zero Emissions Strategy Update and Implementation Plan project. On October 22, 2025, the Port successfully hosted the Maritime Resilience and Innovation Summit. The Port is also on track to submit its Quality Assurance Project Plan (QAPP) for EPA approval by November 17. Further, work has begun on several planning activities, including conducting a Scope 3 inventory of mobile emissions, preparing an update to the net-zero emissions strategy, and conducting community engagement and outreach.

- **Clean Vessel Act (CVA) Assessment Grant – Pumpout Services for Public Marinas and Harbor of Refuge.**

Status Quo – PAG was designated as a subrecipient under a \$385,000 Clean Vessel Act (CVA) grant awarded to the Guam Department of Agriculture's Division of Aquatic and Wildlife Resources (DAWR). The grant supports a comprehensive assessment of pumpout service needs for recreational boats at the Agat Marina, Gregorio D. Perez Marina, and the Harbor of Refuge. The project will evaluate the most appropriate CVA service—shore-based or pumpout vessel—for the island's public marinas, considering varying waste volumes, boat access needs, and system infrastructure.

Update: The draft Memorandum of Understanding (MOU) has yet to be provided to PAG by DOAg. PAG stands ready to review and proceed once the draft is received.

- **New Grant Opportunity – U.S. EPA Environmental and Climate Justice Community Change Grants Program / Inflation Reduction Act Community Change Grants Program.** As a collaborating entity, the following PAG projects were included in the Community First Guam Federal Credit Union application to the U.S. EPA in November 2024:
 - Installation of a Solar Photovoltaic System and Batteries Project
 - Microgrid Feasibility Study Project
 - Route 11 Seawall Improvement Project

Update – The Port followed up with CBO Financial concerning the U.S. EPA's latest updates on selections for the CCGP, considering the recent enactment of Public Law 119-21, which rescinds unobligated balances for IRA-funded EPA grants. They advised that no additional information is available at this time, and \$20 billion in awards remains unallocated. Further, they also indicated that any updates will be communicated as soon as they become available.

- **New Grant Opportunity - 2024 NOAA Marine Debris Program- BoatUS Foundation Abandoned and Derelict Vessel (ADV) Removal Grant Program.** The Port submitted its application on November 21, 2024, for the PAG Harbor Restoration and Resilience Initiative (PAGHRR) Project, which would remove thirteen (13) abandoned and/or sunken vessels from PAG properties. The proposed project total is \$859,720.00.

Status Quo - The PAG has been working with Boat US Foundation to address and finalize all grant award documentation. Next steps are to finalize the scope and then move forward with the procurement process.

- **Sport Fish Restoration & Sport Fishing and Boating Safety Act Program Maintenance of Public Boat Ramp.** PAG was awarded \$120,000 for the Agat Marina Southern Walkway Repairs under the Sport Fish Restoration. Additionally, PAG received \$275,000 for the Pre-construction Planning Grant for a Gangway and Courtesy Dock at the Harbor of Refuge under the Sport Fishing and Boating Safety Act. Both grants were provided by the U.S. Fish and Wildlife Service through the Guam Department of Agriculture.

Status Quo – The draft Memorandum of Understanding (MOU) has yet to be provided to PAG by DOAg. PAG stands ready to review and proceed once the draft is received.

- **New Subaward Opportunity – Guam Department of Agriculture (DOAG) Sport Fish Restoration Program.** In October 2025, the Guam Department of Agriculture's Division of Aquatic and Wildlife Resources awarded the Port Authority of Guam a \$500,000 subaward under the Sport Fish Restoration Program to support the rehabilitation and repair of Gregorio D. Perez Marina Dock A in Hagåtña.

The associated Memorandum of Agreement (MOA) is currently under legal review for form and is pending approval by the Office of the Attorney General and the Honorable Governor of Guam.

- **New Grant Opportunity - U.S.DOT Federal Highway Administration (FHWA) Low-Carbon Transportation Materials Program (LCTM).** PAG submitted its application, PAG Low-Carbon Transportation Materials Study, in November 2024. This proposal aims to identify and test locally sourced, low-carbon recycled waste materials to assess their suitability for use in eligible Federal-aid projects. Additionally, the study will help integrate these materials into future transportation plans or updates for Guam. The total project cost is \$7,216,910.00.

Update: On October 1, 2025, the FHWA announced that it will not be awarding any Notice of Funding Opportunities grants for this program. This decision comes as a result of Section 60024 of "H.R.1, One Big Beautiful Bill," which rescinds all unobligated balances from the LCTM Program, as stated in Public Law No. 119-21.

- **New Grant Opportunity – 2025 U.S. Department of Transportation Maritime Administration (MARAD) - U.S. Marine Highway Program (USMHP).**

Status Quo – In an effort to continue PAG's success with MARAD's USMHP Project Designation titled "Guam Marine Transportation Enhancement Initiative" as well as a grant award of \$5.7M during the FY 2022 cycle, the PAG will be submitting a project proposal for the acquisition of specialized cargo handling equipment that will directly enhance the operational capacity and efficiency in support of the Marine Highway Route M-GNM1.

- **New Grant Opportunity – 2025 Department of Defense Office of Local Defense Community Cooperation (OLDCC) Defense Community Infrastructure Program (DCIP).** The Strategic Planning division submitted the F1 Pier Infrastructure Restoration – Structural and Safety Repairs Project grant application on July 3, 2025. A total project cost of \$6,981,369.00 with a request of federal funding in the amount of \$4,886,958. *Status* - Next Step is development of procurement package for NEPA environmental review services.

The PAG was successful in its application to conduct near-term repairs of the F1 fuel pier. The scope includes open-corrosion spalls and crack repairs, structural pile repairs, fabrication and installation of new gangways at select dolphins, and more. The project also includes a Local Share of \$2,094,411.00.

- **New Grant Opportunity – U.S. DOT Maritime Administration (MARAD) Port Infrastructure Development Program (PIDP).** PAG submitted its application, Strengthening Supply Chain with New Port Cranes, in September 2025. The project will fund three new Ship-to-Shore (STS) gantry cranes to replace aging units from the 1980s, strengthening Guam's supply chain and ensuring reliable port operations. The total project cost is \$74,586,792, with \$59,669,434 requested in federal funding and \$14,917,358 in non-federal match. *Status* – MARAD is reviewing application, with award announcements anticipated by January 2026.
- **2025 FEMA Port Security Grant Program (PSGP).** On September 29, 2025, the Port Authority of Guam received an email notification that its grant application submitted for the FY2025 PSGP has been approved for a total amount of \$1,116,368.00. Awarded projects include: 1) Implementation of an Active Directory; 2) Replacement of the aging SonicWall 4600 firewall and 3-year subscription of Intrusion Detection System monitoring; 3) Security barrier system; and 4) Modular Floating Dock System for Port Police.

Update – Due to lapse in federal funding, the FEMA GO grant system was not actively managed nor updated until after funding was enacted. On Nov. 15, 2025, PSGP Section Chief advised that the system should be back up and running during the week of Nov 17-21, 2025.

12. Port Revenue Bonds Project Status. As of November 17, 2025, the attachment provides information on the status of the revenue bond projects, which include the rehabilitation of the hotel wharf, repairs and improvements to the golf pier, waterline replacement/relocation, upgrades to the EQMR building, repairs and upgrades to warehouse one, construction of a new admin annex building, and other priority projects.

Respectfully submitted,



Rory J. Respicio

General Manager

2018 Port Revenue Bonds Status Report

As of November 17, 2025

Bond Project	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
Rehabilitation of "H" Wharf	\$46,331,895.00	\$1,740,063.86	\$44,591,831.14	PO No. 17043-03 for \$2,249,945.54 awarded to GHD Inc. New Contract Amount: \$2,656,621.37 PO No. 18140-05 was issued to Sumitomo Mitsui Construction Company, Ltd. for \$46,331,895.00	Resolution No. 2024-01 authorized the PAG GM to temporarily pause H-Wharf construction, procure additional gantry cranes, and establish comprehensive strategic measures for port operational enhancement and financial reallocation. WSP finalized the design to ensure compliance with the latest engineering codes. UPDATE: Status Quo
Golf Pier Repairs and Improvements	\$2,000,000.00	\$372,147.93	\$1,627,852.07	RFP No. 2019-02: A&E Design for \$484,000.17 awarded to NC Macario	Golf Pier was rendered inoperable after Typhoon Mawar. The PAG along with its OAE have developed cost estimates. The PAG had received a FEMA determination for Golf Pier. On August 9, 2025, PAG submitted an appeal letter requesting reinstatement of eligibility for Permanent Work assistance related to damages sustained during Typhoon Mawar. UPDATE: The Guam Recovery Office submitted appeal letter to FEMA. Pending FEMA response/decision.
Waterline Replacement and Relocation	\$6,000,000.00	\$4,408,880.14	\$1,591,119.86	RFP No. 2019-03 - A&E Design awarded to NC Macario PO No. 20723-05 for \$4,837,223.18 BME & Sons Inc. (Outstanding balance to be drawn down from the New Administration Building)	Pier installation along wharves F4 to F5 is ongoing. The first section of the new waterline near the fire water tank has been connected. Work has begun near the main gate to connect the new waterline and additional work that includes the installation of new fire hydrants to meet fire code standards. UPDATE: Work on the new system is 90% complete and pre-final inspections are ongoing. Fire hydrant delivery has been delayed until December 2025.
EDMR Building Repairs and Upgrades	\$3,628,800.00	\$3,314,867.91	\$313,932.09	PO No. 1800705 for \$3,980,000.00 awarded to JJ Global Service	UPDATE: The project has completed its pre-final inspections. The contractor is working on final inspection punch items and closeout documents.
Warehouse 1 Repairs	\$2,000,000.00	\$737,135.64	\$1,262,864.36	RFP No. 2019-03: A&E Design for \$1,406,427.48 awarded to NC Macario	The Construction IFB was published on November 25, 2024. The bid opening was held on February 5, 2025. UPDATE: Work is ongoing for chipping and saw cutting exterior concrete spalling. Electrical demolition is 30% complete and construction joint removal and cleaning in preparation for repairs.
Other Priority Projects 1. Repair of F-1 Fuel Pier and wharves F-2, F-3, F-4, F-5, and F-6 waterfront facilities 2. Upgrade of the Port's IT system and integration of TOS	\$4,980,745.00	\$391,444.97	\$4,589,300.03	See status	1. Please refer to MARAD RAISE - Wharves Service Life Extension Hardening of Wharves F2-F6 for more information. 2. The TOS Upgrade scope of services is under Procurement and Legal review. UPDATE: Status Quo
Other Priority Projects - EnterpriseOne Financial Management System	\$2,500,000.00	\$2,497,129.65	\$2,870.35	See status	Module updates are ongoing for vessels and SSRs. An RFP for joint comprehensive support services with GPA, GIAA, and the lead agency GWA is ongoing. The PAG is also exploring additional applications such as employee self serve and dashboards. The PAG is also exploring preventative maintenance modules and content management. UPDATE: The PAG has also moved from Oracle to DXE for customer support via a MCOA with GWA. The PAG's RFP for DXE is still ongoing.
New Admin. Annex Building	\$10,445,000.00	\$0.00	\$10,445,000.00	See status	Project is currently on hold pending Management decision. Engineering has been instructed to develop Scope of Work to repair concrete cracks and spalling and made a priority. UPDATE: Status Quo
Grand Total	\$77,886,440.00	\$13,461,670.10	\$64,424,769.90		

**PORT OF GUAM**

ATURIDAT / PUETTON GUAHAN

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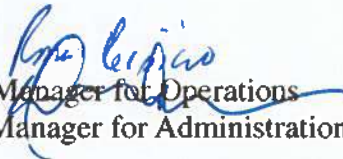
Website: www.portguam.com

Lourdes A. Leon Guerrero
Governor of GuamJoshua F. Tenorio
Lieutenant Governor

November 19, 2025

MEMORANDUM

To: Dorothy P. Harris, Board Chairperson
Conchita S.N. Taitano, Board Vice Chairperson
Fe R. Valencia-Ovalles, Board Secretary & Director
Mark B.C. Mendiola, Board Member

From: Rory J. Respicio, General Manager 
Dominic G. Muna, Deputy General Manager for Operations
Pacifico R. Martir, Deputy General Manager for Administration and Finance 

Subject: Management Performance Assessment – FY 2025 Review

Buenas yan Håfa Adai. We respectfully submit this FY 2025 management performance assessment, which provides an overview of each division's performance for the remaining fiscal year and demonstrates how the collective efforts across all divisions strengthen the Port as a whole. This report is based on the official performance reviews submitted by division heads and, where applicable, their assistant managers. It reflects how each division is fulfilling its responsibilities, advancing the Port's priorities, and addressing challenges within its areas of oversight.

Management's Alignment with Board Summary

The FY 2025 Management Performance Assessment demonstrates direct alignment with the priorities and expectations established by the Board of Directors and the Leon Guerrero Tenorio Administration. Each initiative and outcome in this report reflects our strong resolve to maintain fiscal discipline, ensure operational readiness, strengthen compliance systems, and advance modernization projects critical to Guam's economic, national security interests, and goals for energy dominance.

The FY 2025 Management Performance Assessment builds on the General Manager's evaluation issued by Board Chairperson Dorothy P. Harris on December 12, 2024, which documented the Port's progress and identified course corrections through specific remedial strategies to strengthen resilience, sustainability, revenue integrity, and cross-division collaboration. In response, these focus areas were incorporated into the FY 2025 management objectives and have produced measurable results:

- **Resilience and Risk Management:** The Port's Disaster Preparedness Plan and Typhoon Annex were validated through federal compliance exercises, and quarterly scenario-based trainings are now institutionalized.



- **Sustainability and Environmental Compliance:** The teaming agreement under the EPA Clean Ports Program with Jacobs and WSP was executed, setting deliverables and timelines for zero-emission and zero-waste initiatives.
- **Revenue Integrity:** The 2025 Tariff Correction Petition, supported by Board Resolution No. 2025-09, will update the labor charge-out rate to 2025 once approved by the Public Utilities Commission. In the meantime, we will continue to address underbillings and update tariff charges in coordination with stakeholders, ensuring transparency through strengthened audit controls.
- **Collaboration and Workforce Integration:** There has been significant improvement in collaboration and coordination across divisions. Mentorship and engagement efforts continue to strengthen communication, reduce silos, and reinforce shared accountability. This remains an area where all organizations must continue to invest time and attention, as effective collaboration is essential to sustaining progress and maintaining a unified direction.

Each of these actions fulfills the remedial strategies outlined in the December 12, 2024 memorandum, demonstrating a collective commitment to continuous improvement and disciplined execution of the Board's directives. Comprehensive documentation and performance metrics for these initiatives will be included in the forthcoming 2025 Evaluation of the General Manager and Deputy General Managers for the Board's review and discussion.

Objectives-to-Evidence Crosswalk

Objective	Expected Outcomes	Documented Results (FY 2025)	Reference Sections
Financial Stability	Maintain rating, uphold caps, prepare defeasance plan	S&P "A" rating affirmed; quarterly caps maintained; defeasance plan finalized with advisors and tied to Board Resolution 2025-38 supporting future bond borrowing	General Manager's Office, Finance
Tariff Integrity	Correct underbilling, ensure transparency	2025 Tariff Schedule Adjustment Petition filed and approved by Board Resolution 2025-09; bare-chassis billing implemented	General Manager's Office, Finance
Modernization	Advance cranes and wharf projects	Crane demolition near completion; gantry crane procurement and wharf	Planning, CIP and Engineering, Procurement

Objective	Expected Outcomes	Documented Results (FY 2025)	Reference Sections
		rehabilitation advancing; fuel pier and Hotel Wharf ready for funding and construction	
Compliance and Hiring	Enforce redaction and practical exams	HR pre-audits, resume redaction, and skills-testing standardized across all recruitments	Human Resources
Safety and Security	Maintain federal compliance	U.S. Coast Guard inspections passed; Port Police overtime controlled; FY 2025 security grant submitted	Safety, Port Police
Digital Transformation	Integrate systems and dashboards	Terminal Operating System (TOS) procurement tendered; E1 dashboards and job-cost billing operational	IT, Finance, Equipment Maintenance, General Administration
Operational Reliability	Sustain service during modernization	Continuous vessel operations; equipment downtime reduced year-over-year	Operations, Stevedoring, Terminal, Transportation, Equipment Maintenance, Harbor Master's Office
Tenant and Revenue Integrity	Strengthen collections and oversight	Standardized delinquency protocol implemented; tenant file digitization underway	Commercial
Facilities Readiness	Maintain core infrastructure	Upgrades completed at CFS and Administration offices; maintenance schedules documented	Facilities Maintenance, CIP, Planning, Operations, Finance

Objective	Expected Outcomes	Documented Results (FY 2025)	Reference Sections
Workforce Development	Build succession and leadership depth	Mentorship and cross-training active across divisions; leadership continuity reinforced through succession planning	Human Resources, General Manager's Office
Institutionalization of Reforms	Secure continuity of systems, fiscal discipline, and modernization beyond current administration	Governance and operational frameworks established for sustainability and accountability into FY 2026	General Manager's Office

Madam Chair and members of the Board, these submissions demonstrate our continued alignment with the Port's Master Plan 2025 and Look Ahead 2025, steady progress in implementing key reforms, and a shared commitment to disciplined operational execution.

The following is the fiscal year 2025 review for the General Manager's Office:

FY 2025 Year Review

General Manager's Office

Rory J. Respicio, General Manager

Dominic G. Muna, Deputy General Manager of Operations

Pacifico R. Martir, Deputy General Manager of Administration and Finance

Progress and Outcomes (Year-End Update)

The General Manager's Office closed FY 2025 with measurable progress in every operational, financial, and strategic area. The Port maintained its "A" bond rating from S&P Global Ratings, confirming fiscal strength, disciplined management, and strong liquidity. This validation affirmed the Port's long-term debt service capacity and reinforced investor confidence.

A central accomplishment was the 2025 Tariff Schedule Adjustment Petition, which corrected longstanding underbilling in labor and equipment rates. The petition, which was developed under the General Manager's direction, developed completely with the Chief Financial Officer and the finance team, and approved under Board Resolution 2025-09, if approved, will restore billing accuracy and transparency while aligning with CPI triggers under PAG Docket 17-01.

Debt-service coverage continued to meet bond-indenture standards, now incorporating the Facility Maintenance Fee, Crane Surcharge, and Marina revenues. The Office coordinated bond-defeasance planning with GEDA, Bank of America, and Morgan Stanley to prepare for new borrowing that will fund the next phase of modernization while protecting the Port's long-term credit position.

Expenditure control remained strict. Quarterly budget caps were upheld, preventing premature spending and promoting fiscal discipline. Finance, Operations, and Commercial divisions corrected under-recoveries in billing and leases, closing gaps that had previously reduced revenues. Modernization advanced from planning to execution. Final design, procurement, and funding coordination continued for the Gantry Crane Replacement, Fuel Pier Upgrade, and Hotel Wharf Rehabilitation projects. Partnership with OLDCC secured more than four million dollars in federal funds for F1 Fuel Pier.

Environmental and sustainability goals progressed through the Clean Ports Program, energy-efficient lighting upgrades, and ongoing zero-emission planning. These efforts solidified the Port's standing as a responsible steward of Guam's maritime environment.

Human Resources reforms launched early in FY 2025 were fully implemented, including internal pre-audits, practical assessments, and redacted rating panels. Performance-evaluation compliance improved across divisions, reinforcing merit-based accountability.

Workforce development and succession planning continued under direct oversight from the General Manager's Office. Mentorship and cross-training were emphasized, improving leadership continuity and readiness across divisions. Communication discipline, documentation standards, and inter-division coordination have become embedded expectations rather than periodic corrections.

Challenges Acknowledged

- Managing the execution of multiple modernization projects while sustaining uninterrupted operations.
- Maintaining fiscal restraint and transparency throughout ongoing bond and tariff processes.
- These challenges were addressed through structured oversight, early coordination, and active engagement by us.

Ongoing or Next-Phase Initiatives – Consistency Review

The ongoing and next-phase initiatives outlined through this memorandum remain consistent with the priorities and outcomes reflected throughout the FY 2025 Year-End Review. The bond-defeasance plan and future borrowing strategy are fully supported in both the General Manager's Office and Finance Division sections, with Board Resolution No. 2025-38 affirming the Port's direction for future bond financing and alignment with federal matching-grant requirements.

Modernization priorities remain cohesive, as the gantry-crane replacement and related wharf-rehabilitation projects are emphasized across the Planning, Capital Improvement Projects and Engineering, and Finance Divisions. These initiatives reinforce the Port's commitment to maintaining readiness and operational resilience.

Tariff monitoring and cost-validation reviews continue to be reflected in both the Finance and General Manager's Office sections. The 2025 Tariff Schedule Adjustment Petition and associated reviews ensure accuracy, fairness, and transparency in all labor and equipment billing practices.

Environmental sustainability efforts are equally aligned. The Clean Ports and zero-emission programs are documented under the Planning Division through the EPA Clean Ports Grant, the Jacobs and WSP partnership, and related federal coordination, all of which are also reflected in the General Manager's Office priorities.

Workforce development and succession planning are consistent throughout the report, particularly in the Human Resources and General Manager's Office sections, underscoring the Port's focus on leadership continuity and institutional strength.

The emphasis on communication, audit readiness, and fiscal discipline is reiterated in the Finance, General Administration, and General Manager's Remarks sections, confirming uniform attention to accountability and transparency across all operations.

The initiative to review leadership positions to confirm alignment between assigned duties and official position descriptions, while not yet cited in other sections, remains conceptually consistent with the December 12, 2024 remedial strategies that emphasize accountability and structural alignment across divisions.

Finally, the plan to institutionalize governance and operational frameworks represents the next natural phase of progress as the Port approaches FY 2026. This initiative ensures that the systems, reforms, and fiscal discipline established under current management will continue beyond this administration, safeguarding the Port's financial integrity, modernization momentum, and long-term public value.

LEASE CREDIT OFFSET PROGRAM

The General Manager's Office oversaw the implementation of the lease credit offset arrangement with Black Construction Corporation, consistent with Public Law 38-26 and the Port Authority of Guam Board Resolution No. 2025-23. This framework authorizes the Port to approve lease payment offsets for tenant-funded infrastructure improvements that deliver public benefit, align with Port priorities, and are subject to Board oversight, cost documentation, and compliance verification.

Under this authority, the Board approved an initial lease credit of one million dollars as part of the Glass Breakwater Project to cover eligible improvements at H-Wharf, the Old Hawaiian Rock site, the easement leading to Family Beach, and the Port Marinas, including the installation of solar lighting where immediately required. The initiative was managed in coordination with the Engineering, Finance, and Commercial Divisions to verify completion, confirm documentation, and ensure consistency with Capital Improvement Program review protocols.

This initiative will result in never-before-seen infrastructure development within Port-controlled areas, including a fully paved access road to Family Beach, the construction of new restroom and shower facilities at Family Beach, and the installation of solar lighting wherever needed. These upgrades will improve safety, accessibility, and the overall visitor experience while complementing ongoing modernization and resilience projects across the Port.

The offset process ensures that tenant-funded improvements advance public safety, operational readiness, and Port modernization goals without direct expenditure of operational funds. Each offset remains subject to final review and approval by the General Manager and audit verification in accordance with the policy framework set forth under Public Law 38-26 and Board Resolution No. 2025-23.

This program demonstrates the Port's commitment to transparency, accountability, and innovation in financing infrastructure improvements while safeguarding its fiscal integrity and maximizing long-term public value.

IN-HOUSE LEGAL

Atty. James L. Canto

Atty. Jessica L. Toft

The Legal section serves as the policy arm of the Office of the General Manager, providing independent legal and policy support in the development, interpretation, and application of the law, administrative rules and the General Manager's policies, directives, and procedures. Its work ensures that all administrative and operational decisions are grounded in legal authority and carried out with accountability, transparency, and due process.

Following a Civil Service Commission post-audit review, the Legal position was aptly and correctly converted from unclassified to classified, invoking the Ninth Circuit ruling in *Haeuser v. Department of Law*.

The Port is fortunate to have the services of a former Superior Court Judge and a procurement expert who bring extensive judicial and technical experience to the organization. Despite a challenge to the continued service of the two in-house counsels, the matter was resolved through the Civil Service Commission's review and the General Manager's representation, supported by the counsels who filed as parties of real interest. The Commission's decision affirmed the legality of the administrative action, validating the Port's structure and safeguarding its institutional capacity to provide in-house legal representation and policy oversight.

Throughout the year, Legal provided guidance on personnel actions, resolutions, lease compliance, procurement reviews, and Civil Service Commission proceedings. It worked closely with the Procurement Division on solicitation documents, bid protests, and contract awards to ensure full adherence to procurement laws and regulations. Legal also prepared post-audit responses and case documentation that clarified procedural accuracy and validated the General Manager's application of the Personnel Rules and Regulations. These efforts have consistently resulted in favorable Commission findings, reinforcing the integrity of internal controls and the soundness of decisions made across the organization.

Operating as the policy arm to ensure compliance, Legal continues to demonstrate the effectiveness of proactive governance and independent professional oversight. Its work supports reforms, personnel actions, procurement activities, and modernization initiatives that remain compliant, defensible, and aligned with the General Manager's statutory authority, while ensuring the continued protection of the Port's integrity and reputation.

General Manager's Remarks

FY 2025 marked the Port's transition from financial recovery to sustained strategic growth. S&P Global Ratings reaffirmed the Port's "A" bond rating with a stable outlook, reflecting disciplined financial management and a proven record of fiscal integrity. Another clean annual audit with no deficiencies or management findings further demonstrates strong governance, transparency, and accountability. Modernization is now active, funded, and progressing.

The workforce remains the Port's greatest strength. Employees across all divisions embraced higher standards, tighter controls, and expanded responsibilities with professionalism and pride. Their dedication has transformed systems and culture, creating a foundation for stability and growth well beyond this administration.

The inclusion of the Legal section within the General Manager's Office further strengthens institutional compliance and policy oversight. Its work supports reforms, personnel actions, procurement activities, and modernization initiatives that remain compliant, defensible, and aligned with the General Manager's statutory authority, while ensuring the continued protection of the Port's integrity and reputation.

This year also marked the advancement of the lease credit offset program under Public Law 38-26 and Board Resolution No. 2025-23, which enables tenant-funded infrastructure improvements to proceed under strict oversight and verification.

Through this framework, the Port is now positioned to deliver unprecedented upgrades such as a paved access road to Family Beach, new restroom and shower facilities, and solar lighting enhancements that improve safety, accessibility, and the visitor experience.

As FY 2026 begins, the Port will continue to build on this foundation of financial strength and operational discipline. The Board's recent resolution affirming support for future bond financing to provide matching grant requirements reinforces a shared commitment to modernization and long-term stability. The focus remains on maintaining positive bond ratings, sustaining clean audits, and advancing modernization initiatives that keep Guam's only commercial seaport reliable, resilient, and ready to serve commerce, national security, and now embark on energy dominance for generations to come.

The following section-by-section updates reflect each division's contributions, challenges, and expectations for FY2025. This report follows the operational structure of the organization and does not imply rank or hierarchy among divisions.

OPERATIONS

Glenn Nelson, Operations Manager

Patrick Alvarez, Assistant Operations Manager

Progress and Outcomes (Year-End Update)

The Operations Division remained the anchor of the Port's core functions, overseeing Stevedoring, Terminal, and Transportation during a year of sustained vessel activity and steady service delivery. The division balanced daily operational demands while preparing for the modernization projects that will define the Port's next chapter.

The division supported 282 vessel operations as of September 10, 2025, moving approximately 80,822 containers while maintaining productivity consistent with industry standards. Crane averages remained stable despite aging equipment and uneven workloads. Integration of the new forklift fleet was completed, and planning began for the acquisition of two additional 20-ton forklifts. New yard tractors and mobile reefer-generator sets were deployed, improving cycle efficiency and enabling the upcoming conversion of reefer outlets from 240 volts to 440 volts.

Complementing these operational gains, the division advanced workforce flexibility through expanded cross-training, regular safety briefings, and proactive hazard reporting. These initiatives strengthened team communication, improved yard coordination, and reduced vessel and truck turnaround times. Leadership efforts within the division have reinforced on-the-ground communication across shifts, ensuring alignment between operations, terminal, and maintenance personnel. The focus on mentorship and leadership development continues to strengthen the internal pipeline and promote accountability and engagement throughout the workforce.

Operations sustained bare-chassis reporting, improving billing accuracy and yard safety, and cleared all U.S. Coast Guard inspections without issue. The new Operations Lounge for employees was completed, improving working conditions and morale. The division also managed approximately 1,381 special service requests and maintained manpower levels through recruitment and cross-training despite ongoing turnover. Digital modernization advanced through the tendering of the Terminal Operating System procurement, which will enhance real-time data tracking once implemented.

Challenges Acknowledged

The division continues to face longer berthing times, contributing to higher overtime costs and impacting scheduling efficiency. Crane 5 continues to shoulder most of the workload, requiring close coordination with Equipment Maintenance. Equipment downtime persists but is now better documented, supporting prioritization of repairs and helping balance labor assignments. Maintaining consistent field leadership during overlapping vessel operations remains vital to sustaining safety, accountability, and manpower discipline.

Workforce scheduling and forecasting are being refined to reduce unplanned downtime and ensure adequate coverage during peak activity. Recruitment and retention remain cyclical but have stabilized through targeted cross-training and team-based scheduling improvements. Continued coordination with Maintenance and Planning remains essential to maintaining operational readiness and service reliability.

General Manager's Remarks

The Operations Division demonstrated steadiness and reliability throughout FY 2025. Its ability to maintain uninterrupted service while preparing for modernization reflects the professionalism of its workforce and the resilience of its leadership team. The Operations Manager's reflections capture both the humility and accountability expected at this level. His emphasis on teamwork, communication, and servant leadership aligns with the Port's values.

Accountability at this level requires disciplined communication and consistent alignment with executive direction. Every operational decision carries organizational and financial impacts that must be communicated upward through the chain of command. Leadership at this level must demonstrate this discipline in daily decision making.

The General Manager's Office requires full transparency and early coordination on decisions that affect other divisions, resources, or finances. Leadership must ensure alignment with executive oversight and the Port's broader operational and fiscal objectives. The Operations Manager must consistently demonstrate how operational decisions intersect with those of Finance, Maintenance, and Planning, and must ensure that final authority does not rest solely within his office when decisions carry wider implications.

Servant leadership at this level is defined by disciplined communication, collaboration, and respect for process. This discipline ensures unity of command, fiscal control, and a consistent standard of accountability across all divisions. These expectations are essential to sustaining a cohesive organization.

While the division remained stable, focus must continue to tighten around measurable performance indicators such as berthing efficiency, overtime management, and equipment availability. Strong coordination between Operations, Maintenance, Planning, and Finance is necessary to reduce downtime, manage costs, and support modernization activities as projects advance. All operational decisions carry a financial impact, and closer coordination with Finance is required to evaluate cost implications, prevent unplanned expenditures, and maintain fiscal discipline.

As the Port transitions into FY 2026, the Operations Division is expected to maintain visibility in the field, strengthen labor forecasting discipline, and communicate real time conditions to executive management. The division must continue to lead with clarity, ensure that every shift understands its role, and uphold the Port's mission of uninterrupted service.

Delegation of Authority

The Operations and Assistant Operations Managers retain combined delegated authority to make day to day operational decisions that sustain continuous port activity. These decisions include scheduling, manpower assignments, and coordination with Equipment Maintenance during active vessel operations. Fiscal discipline must anchor decision making, and the Operations Manager must work closely with the Chief Financial Officer to understand how operational choices affect the Port's finances. The financial controls and delegation framework in place ensure that decisions with potential cost or scheduling impact are reviewed by the Deputy General Manager and elevated for final approval when necessary.

This approach preserves accountability, maintains transparency, and allows operations to proceed efficiently within established fiscal boundaries. It reflects the same disciplined oversight that has guided financial management since 2019, ensuring stability, compliance, and readiness for future investment. This framework empowers responsiveness while preserving oversight and fiscal discipline. The expectation remains that delegated authority is exercised with sound judgment, timely communication, and adherence to established policy. This cadence is essential to maintaining operational discipline throughout the chain of command.

STEVEDORING DIVISION

Junior Topasna, Stevedoring Superintendent

Progress and Outcomes (Year-End Update)

The Stevedoring Division sustained momentum throughout FY 2025, reinforcing safety, productivity, and workforce development while maintaining reliable vessel support under varying cargo volumes. The division recorded measurable reductions in minor incidents and near-misses, advancing the Port's goal of a zero-incident workplace. Enhanced daily safety discussions and consistent hazard reporting strengthened the safety-first culture across the docks.

Operational efficiency improved through better scheduling, tighter shift coordination, and reduced equipment downtime. Vessel turnaround times continued to improve, supported by active collaboration with Terminal, Transportation, Operations, and Equipment Maintenance. Cross-training and mentorship produced a more versatile workforce capable of adapting to surges in vessel activity and unexpected manpower shortages. Employee engagement and recognition remained central to the division's approach, contributing to stronger morale, discipline, and accountability. Coordination with contractors ensured that dock infrastructure projects were completed with minimal disruption to vessel operations. Continued communication with shipping agents, terminal operators, and truckers helped align vessel scheduling and cargo operations with Port-wide priorities.

Challenges Acknowledged

The division continues to manage manpower fluctuations and heavy operational demands during peak vessel periods. Equipment downtime, scheduling overlaps, and workforce fatigue occasionally affected turnaround efficiency, underscoring the importance of sustained coordination between Operations, Equipment Maintenance, Transportation and Terminal. The Superintendent remains focused on maintaining balance between safety, productivity, and overtime control while mentoring staff to take on expanded roles.

General Manager's Remarks

The Stevedoring Division closed FY 2025 with solid results and consistent field performance. Leadership maintained discipline in shift coordination, upheld a visible presence on the docks, and demonstrated the proactive communication needed for reliability and safety. The Superintendent's focus on safety culture, cross-training, and mentorship continues to strengthen workforce capability and operational resilience.

Improved coordination among Stevedoring, Transportation, Operations and Equipment Maintenance has contributed to steady vessel operations and more efficient scheduling across shifts. These gains reflect a healthy balance between operational reliability and cost control, supported by field leadership that prioritizes teamwork and accountability.

Continued focus on communication and alignment will sustain this momentum and ensure that vessel turnaround and berth management remain consistent with operational targets. As the Port transitions into FY 2026, Stevedoring is expected to sustain its progress, continue supporting modernization implementation, and maintain focus on safety, readiness, and coordination. The team's consistent field engagement and adherence to operational standards will remain critical to ensuring smooth and efficient vessel operations across all shifts.

TERMINAL

Janice Flores, Acting Terminal Superintendent Progress and Outcomes (Year-End Update)

The Terminal Division maintained steady operations and strong coordination with Operations and Transportation throughout FY 2025. The team contributed to efficient vessel discharge, quicker yard turnarounds, and responsive field management during peak periods.

Three Port Terminal Workers were onboarded to ease manpower shortages, and two full-time Cargo Checker positions were filled on September 15, 2025, completing the division's manpower needs. The introduction of new radios enhanced field coordination and safety communication, while the Gatehouse renovation improved working conditions and boosted morale.

Cross-training continued as a priority, with four employees currently training as vessel planners and Cargo Checkers preparing for future leadership roles under the Look Ahead 2025 roadmap. The "out-of-position temporary work assignment" program remained effective in motivating employees and developing versatility across roles.

Infrastructure coordination continued through active participation in key yard-improvement projects, including reefer plug upgrades, terminal lighting restoration, and yard bumper-stopper assessments. Two forty-plug reefer generators were received, enabling the upgrade of the remaining reefer plug area to 440 volts. Engineering and CIP have been working to repair or replace existing terminal yard lighting, and assessments for yard bumper stoppers were completed and submitted to CIP and Facility Maintenance for action.

Despite waterline replacement work in the yard, the division successfully managed space and staging for both container and breakbulk cargo while maintaining readiness for passenger-vessel operations.

Challenges Acknowledged

The division continues to balance staffing levels and overtime management, particularly during periods of high vessel volume. Greater alignment with Operations remains important to support improved coordination and avoid overlapping efforts. The Acting Terminal Superintendent stepped into leadership during a period of transition, taking full responsibility for execution and stability while maintaining proactive communication and early issue resolution.

General Manager's Remarks

The Terminal Division has shown professionalism and consistency throughout FY 2025. The Acting Terminal Superintendent provided steady leadership through transition and maintained focus on morale, safety, and supervision. Her ability to manage operations, mentor staff, and prepare future leaders reflects the Port's commitment to capacity building and succession planning. The division's proactive coordination with Operations, Transportation, and Maintenance strengthened scheduling and staging performance while supporting simultaneous infrastructure projects. While Operations data continues to show longer berth times overall, Terminal's consistent reporting of yard-level efficiency highlights the need for unified coordination across divisions to achieve end-to-end operational gains.

The division is expected to maintain its focus on clear communication, cross-training, and responsiveness to field conditions. Its continued engagement in modernization projects and passenger-vessel operations will remain vital to ensuring the Port's operational readiness and continuity into FY 2026.

TRANSPORTATION

Ray Santos, Transportation Superintendent

Progress and Outcomes (Year-End Update)

The Transportation Division continued to provide essential support for vessel and yard operations by maintaining cargo flow, coordinating equipment availability, and ensuring field readiness. FY 2025 marked another year of steady progress, reflected in equipment upgrades, workspace improvements, and stronger collaboration with Operations, Maintenance, and Human Resources. Fifteen new tractors were received and have proven reliable in maintaining service efficiency and productivity. The new handheld radios are fully deployed, improving communication and coordination during active vessel and yard operations. The Transportation Supervisor's office and CFS lounge renovations were completed, with final equipment delivery underway to improve crew comfort and oversight.

Preventive maintenance practices have strengthened through closer adherence to the monthly PMC schedule and prompt reporting of discrepancies to the Maintenance Division. The Superintendent and his team continued to work with HR to ensure certifications and re-certifications remain current, maintaining compliance and operational readiness. Forklifts were delivered and assigned to Stevedoring, Terminal, Maintenance, and Facilities, improving productivity across divisions. The five-year Equipment Acquisition Plan and Marine Highway Grant application are progressing, targeting the purchase of additional priority equipment to enhance Port-wide operations. The division also remains committed to corrosion control efforts and regular maintenance reporting to protect the longevity of critical assets.

Challenges Acknowledged

The division continues to work toward meeting manpower requirements, addressing shortfalls through cross-division support and temporary out-of-position assignments. Succession planning is underway for employees nearing retirement to maintain operational continuity.

Balancing the use of new and older equipment remains a focus to ensure even wear and sustain maintenance cycles. The division also continues to coordinate with other teams to strengthen safety measures separating passenger and cargo operations.

General Manager's Remarks

The Transportation Division demonstrated reliability, structure, and follow-through throughout FY 2025. The Superintendent's leadership in managing new equipment integration, maintenance scheduling, and personnel training reflects a consistent commitment to performance and accountability. His coordination with Maintenance and HR ensured compliance, readiness, and safe operations.

To strengthen capacity and maintain scheduling flexibility, the division is actively onboarding five new Equipment Operator IIs, reinstating two, and recruiting for one additional position. These eight new operators will enhance coverage, support the efficient rotation of equipment, and ensure continuity in field operations as the Port's activity level and modernization projects expand.

As the Port advances its modernization efforts and equipment acquisition plans, the Transportation Division's contribution to daily logistics, workforce stability, and field communication remains central to operational success. The division's collaboration with other teams in balancing manpower, rotation of equipment, and passenger-vessel safety protocols underscores its readiness to adapt to evolving operational demands.

The expectation moving forward is for the division to continue reinforcing communication discipline, preventive maintenance compliance, and workforce development. Transportation's dependability, professionalism, and attention to detail remain vital to sustaining the Port's operational resilience and long-term modernization goals.

EQUIPMENT MAINTENANCE

Kin Pangelinan, Equipment Maintenance Manager

Shine San Agustin, Assistant Equipment Maintenance Manager

Progress and Outcomes (Year-End Update)

The Equipment Maintenance and Repair Division (EQMR) advanced several major initiatives in FY 2025 that strengthened financial oversight, operational accountability, and maintenance precision. Since January 2025, the division developed a Financial Dashboard that will go live on October 1, 2025. Covering 60 individual accounts and 41 Blanket Purchase Agreement (BPA) accounts, this system provides real-time visibility into monthly, quarterly, and annual budget performance. It compares budgeted versus actual spending, consolidates Petty Cash, BPA, and transfer activity, and improves audit readiness.

The dashboard's integration of non-EI transactions closes long-standing data gaps and supports proactive budget control. It enhances transparency by allowing managers to identify spending trends early and take corrective action when needed. Together with the daily tracker within the Maintenance Dashboard, EQMR now monitors each section's daily output and backlog, helping prioritize work and improve asset availability.

Work order precision also remained a hallmark of EQMR's operation. Each task, from routine service to corrective repair, is tracked from start to finish, documenting labor, materials, and outcomes. This level of discipline reinforces accountability and supports audit-ready reporting.

The division also proposed important updates to the Accident and Abuse Policy. The first recommendation is to make Maintenance a required responder to all equipment incidents to ensure immediate safety assessment, cause identification, and corrective follow-up. The second is to establish a quarterly reconciliation process for accident-related repairs so costs can be reallocated from the responsible divisions' budgets. EQMR's FY 2025 cost for such repairs was \$47,863, underscoring the need for a consistent and equitable funding method.

Despite staffing shortfalls, the division still maintained performance through rotation and cross-functional coverage. Supervisors and crews adapted effectively, ensuring service continuity and compliance. This flexibility strengthened the culture of collaboration and allowed the division to meet critical demands without interruption.

Challenges Acknowledged

EQMR reported concern over Finance's decision not to convert work orders to Job Orders or provide refunds. This clarification confirmed that no accounting procedure had changed, but the misunderstanding created planning difficulties that affected FY 2025 funding projections. The focus has since shifted to improving coordination and ensuring both divisions align on expectations for capitalization and cost recovery.

Crane Maintenance overtime also exceeded its FY 2025 budget, with standby requirements consuming the majority of expenditures. EQMR's analysis identified that only about 40 percent of overtime funds supported direct maintenance.

Recommendations include classifying standby time during vessel operations as revenue-support activity, separating straight time beyond 40 hours from the overtime budget, and exploring a 4/10 split-shift schedule to cut overtime by more than 70 percent while maintaining coverage.

Although total crane downtime improved from 127 incidents in FY 2024 to 105 in FY 2025, the data show persistent seasonal spikes and the impact of deferred preventive maintenance due to funding constraints. These trends underscore the need for sustained investment and structured scheduling. A key limitation remains the absence of maintenance management modules in EI to automate preventive maintenance, corrosion control, and special inspections. Manual tracking continues to consume time and reduce forecasting accuracy. Implementing these modules should be a top priority moving into FY 2026.

General Manager's Remarks

The Equipment Maintenance Division made tangible progress this fiscal year in modernizing its financial monitoring and operational systems. The upcoming Financial Dashboard and ongoing use of the Maintenance Tracker represent major steps toward real-time oversight, accountability, and data-driven decision-making.

The division's transparency in reporting its challenges, particularly on funding coordination, overtime budgeting, and preventive maintenance limitations, is commendable. These are systemic issues that require leadership alignment and sustained corrective action. I have directed the Deputy General Manager of Operations, the Equipment Maintenance Manager, and the Assistant Equipment Maintenance Manager to maintain coordination meetings until the division achieves full stability and structured oversight.

While the division referenced staffing shortages, it is important to clarify that we have been actively recruiting to stabilize manpower across all technical units, including Equipment Maintenance. Several positions have already been filled, and the current workforce strength is generally sufficient to meet operational requirements when scheduling, delegation, and task prioritization are managed effectively. We will continue to monitor workload distribution to ensure balance between operational needs and available manpower.

This clarification underscores that staffing needs are being addressed through structured workforce management, targeted recruitment, and improved coordination rather than a simple one-for-one replacement approach where each vacancy automatically results in a new hire. This approach has been applied consistently across all divisions over the past seven years, ensuring that staffing decisions are tied to operational needs, efficiency, and fiscal responsibility. We remain confident that with proper alignment of resources and consistent communication, the division can sustain its workload and continue meeting operational goals.

EQMR's workforce also demonstrated resilience and professionalism under constrained resources. Their efforts to maintain service continuity, improve documentation, and develop data tools have laid a strong foundation for FY 2026. Continued attention to leadership communication, resource planning, and preventive maintenance integration will be critical to sustaining the Port's operational reliability and equipment longevity.

FACILITIES MAINTENANCE

Alex Aflague, Facilities Maintenance Manager

Progress and Outcomes (Year-End Update)

The Facilities Maintenance Division was elevated under the Board-mandated succession plan to function as a front-line division, no longer under the Equipment Maintenance Division. This change reflects the Port's recognition that facility upkeep, utilities management, and infrastructure reliability are core operational functions essential to readiness and continuity, not merely support services.

The division's expanded authority has strengthened accountability for preventive maintenance of buildings and grounds and for rapid response to facility issues across the terminal and administrative areas. Since the realignment, Facilities has maintained steady progress in improving maintenance scheduling and coordination with Engineering and Procurement to address repair priorities efficiently. This structure ensures that the division's performance is measured by operational outcomes directly tied to port readiness, aligning with the Board's long-term vision for integrated front-line operations.

Challenges Acknowledged

The division reported ongoing concerns about budget shortfalls that limit the availability of materials and resources for maintenance and repairs. We recognize these concerns and note that they could have been mitigated had they been elevated for management review earlier. Despite this, the division has consistently met its operational requirements through sound prioritization, close coordination with other divisions, and efficient use of available funding and shared manpower during normal operations. The team's ability to complete high-impact projects despite these constraints demonstrates effective management of available resources, reflecting planning discipline rather than a barrier to progress.

Vehicle reliability remains a challenge, as most facility-managed vehicles are nearing the end of their service life. The continued availability of pre-owned units from the federal fleet has helped offset this limitation, though replacements will soon be necessary to sustain long-term reliability. Staffing continues to be a long-term concern, with half of the team over the age of 60 and several employees nearing retirement. The continuation of acting leader assignments has provided valuable continuity and mentorship within the team and remains a key element of the division's succession strategy.

General Manager's Remarks

The Facilities Maintenance Division has once again demonstrated dependability and commitment to the Port's overall mission. The team's efforts have ensured uninterrupted operations despite resource constraints and an aging vehicle fleet.

Their adaptability and initiative in completing priority repairs, maintaining facilities, and sustaining site readiness reflect a strong sense of purpose and accountability. Following this division's elevation under the Board-mandated succession plan, Facilities now functions as a front-line division responsible for the preventive maintenance of buildings and grounds across all Port properties. This structure has strengthened accountability, improved scheduling discipline, and enhanced coordination with Engineering and Procurement for project execution and documentation.

We have taken active steps to address manpower concerns through targeted recruitment and succession planning. Several positions have already been filled or are under recruitment to ensure continuity. Based on current output and capability, staffing levels remain sufficient to sustain operations provided that delegation, scheduling, and resource management continue to be managed efficiently.

Attention to workforce renewal, vehicle replacement, and proactive budget planning will remain essential to ensuring that facilities support continues to meet operational demands. The Facilities team's craftsmanship, professionalism, and sense of mission continue to set a high standard for reliability and service at the Port, reinforcing the Port's commitment to functionality, readiness, and steady progress across all facilities.

FINANCE

Jojo Guevara, Chief Financial Officer

Progress and Outcomes (Year-End Update)

The Finance Division continues to serve as the foundation of the Port's fiscal stability, overseeing budgeting, revenue management, collections, and internal controls to ensure compliance with all local and federal requirements. The division plays a central role in maintaining transparency and accountability across all financial operations while supporting management's decision-making through accurate reporting and forecasting.

Throughout FY 2025, Finance sustained strong coordination with Procurement, Planning, and executive leadership to track grants, manage capital assets, and ensure consistent cash flow forecasting. The division advanced multiple automation initiatives that improved efficiency, audit readiness, and overall transparency. These efforts included employee self-service access to personal profiles, electronic payroll stub delivery, and digital access to benefits and employment verification through E1.

Finance also completed a comprehensive tariff adjustment analysis based on salary and equipment variances between 2019 and 2025, forming the basis for the Port's 2025 Tariff Schedule Adjustment Petition before the Guam Public Utilities Commission. The division successfully implemented the workaround for job-cost billing in E1, allowing labor, equipment, and special-service-request charges to be processed directly through E1 instead of AS400. These advancements have strengthened financial tracking and billing accuracy across all operating divisions.

Board Resolution No. 2025-38 reaffirmed the Port's long-term fiscal strategy by supporting future bond borrowing to leverage federal matching funds for modernization projects such as gantry crane procurement and wharf rehabilitation. Completion of the bond-defeasance plan, along with the reaffirmation of the Port's bond rating by S&P Global Ratings, further demonstrates the Finance Division's disciplined oversight and credibility in fiscal management.

Challenges Acknowledged

The Finance Division continues to balance Port-wide and division-level deliverables while managing occasional delays caused by incomplete or late submissions from other divisions. Continued discipline in inter-divisional coordination remains essential to ensuring timely budget execution and accurate financial reporting.

Another ongoing challenge involves properly capturing labor and benefit allocations for capitalization within CIP and Work Orders. This is critical for accurate financial reporting and debt-service-ratio calculations. The division is addressing these challenges through standardized procedures, strengthened documentation, and closer collaboration with division heads.

General Manager's Remarks

The Finance Division remains the cornerstone of the Port's transparency, accountability, and financial credibility. Under the leadership of the Chief Financial Officer, the division has demonstrated consistent execution, technical proficiency, and strong internal control discipline. These efforts have directly supported the Port's clean audit record, reaffirmed bond rating, and fiscal readiness for future investment.

Finance has made significant progress in financial modernization, introducing automation and digital tools that enhance efficiency, accuracy, and transparency across all fiscal functions. The division's ongoing coordination with Procurement, Planning, and Maintenance ensures that spending aligns with project schedules and funding timelines, reinforcing fiscal discipline at every level of the organization.

As we move into FY 2026, the Finance Division is expected to sustain its leadership in financial integrity by standardizing documentation, improving expenditure forecasting, and enforcing timely reporting across divisions. Clean audits, transparency, and responsible fiscal management will continue to define the Port's stewardship of public resources and its standing with oversight agencies, partners, and the community.

PLANNING

Joe Javellana, Chief Planner

Progress and Outcomes (Year-End Update)

The Planning Division continues to guide the Port's long-term strategic direction through capital improvement planning, federal grant management, and sustainability initiatives. Under the leadership of the Chief Planner, the division remained focused on advancing infrastructure priorities while responding to evolving federal policy, post-typhoon recovery requirements, and interagency coordination needs.

During FY 2025, the Port was awarded a \$2.4 million Clean Ports Grant from the U.S. Environmental Protection Agency through collaboration with Vice Chairperson Conchita Taitano, WSP (Owner Agent Engineer), and Jacobs (subgrantee). The division also completed submission of a \$75 million MARAD Port Infrastructure Development Program proposal for three new ship-to-shore gantry cranes. The gantry crane replacement project remains one of the Port's most critical modernization initiatives. The Planning Division continues to work closely with MARAD, WSP, and the Port's engineering and procurement teams to advance project readiness.

The proposed cranes will replace aging units that have exceeded forty years of service, improve vessel productivity, and expand the Port's ability to accommodate larger container vessels serving Guam and the broader Micronesian region. This initiative is directly tied to the Port's long-term master plan, federal resilience objectives, and the broader strategy to enhance Indo-Pacific supply chain reliability.

In addition, the Port secured federal funding from the Office of Local Defense Community Cooperation (OLDCC) to restore the F1 Pier, a key asset supporting both commercial and defense operations. This award strengthens the Port's role in Indo-Pacific readiness and underscores its

ability to align federal infrastructure priorities with Guam's economic and security objectives. Additional grants were awarded for clean port initiatives, equipment replacement, and abandoned vessel removal. A microgrid feasibility study was included in the Guam State Hazard Mitigation Plan to advance the Port's long term energy resilience.

Planning continued to progress several federally supported initiatives, including the Port Master Plan Update, the Customs Container Inspection Facility feasibility study, the gantry crane tie-down plan, and the Port Readiness Plan under the OLDCC program. The division also supported FEMA public assistance and mitigation efforts for typhoon-related repairs, rehabilitation planning for Area A fuel storage, and reprogramming of federal funds for Wharves F2–F6 to extend their service life.

The division maintained close coordination for the replacement of the Golf and F1 fuel piers, collaborated with IT on the Port's IT Master Plan, and supported procurement of the new Terminal Operating System. Planning sustained active engagement with MARAD, Indo-Pacific Command, Joint Region Marianas, and other federal and defense partners to ensure alignment with both local and national objectives.

Team-building and professional development continued to strengthen internal collaboration and leadership continuity, ensuring sustained project execution and institutional knowledge within the division.

Challenges Acknowledged

Planning continues to face funding constraints for major infrastructure projects such as gantry cranes, fuel piers, wharf rehabilitation, and Hotel Wharf access upgrades. The inability to obtain Buy America, Build America waivers has restricted access to cost-effective procurement options for critical equipment.

The aftermath of Typhoon Mawar resulted in more than \$100 million in infrastructure damage, requiring extensive FEMA coordination and long-term recovery efforts. Inflation, supply chain costs, and Guam's geographic remoteness continue to affect construction pricing and delivery schedules. Federal and environmental compliance requirements, though necessary, remain time-consuming and add procedural burdens to project execution.

Despite these challenges, the division has mitigated delays through proactive coordination with Finance, CIP, and Engineering to align funding and delivery timelines, maintain reporting accuracy, and keep projects on track.

General Manager's Remarks

The Planning Division continues to play a central role in advancing the Port's modernization and resilience goals. Its success in securing the OLDCC grant for the F1 Pier restoration, developing the \$75 million MARAD proposal for new gantry cranes, and implementing the Clean Ports Grant reflects strong strategic engagement and execution discipline. These initiatives collectively strengthen the Port's operational capacity and its role in Guam's economic and defense readiness posture.

The division's progress reflects strong coordination and alignment with the Governor, the Lieutenant Governor, Port Board of Directors and the General Manager. As Planning moves into FY 2026, the priority as with all other grants awarded will be transitioning from grant award to project implementation, ensuring timelines, procurement, and compliance milestones are met.

Timely reporting, early identification of project risks, and stronger integration with Finance will be critical to sustaining momentum and meeting funding timelines. All initiatives must continue to be coordinated through the General Manager and Deputy General Managers to ensure oversight and alignment across the organization.

The Port acknowledges the Planning Division's leadership and commitment to shaping the Port's future modernization agenda, including Clean Ports and sustainability initiatives. Its performance during FY 2025 demonstrates progress, competence, and a shared commitment to delivering results that advance Guam's economic resilience and national security interests.

CAPITAL IMPROVEMENT PROJECTS (CIP) AND ENGINEERING

Clarence Lagutang, CIP/Engineering Manager

Progress and Outcomes (Year-End Update)

The Capital Improvement Projects and Engineering Division continues to lead the Port's infrastructure modernization and recovery efforts. Under the leadership of the CIP and Engineering Manager, the division oversaw a diverse portfolio of federally and locally funded projects that advance the Port's operational reliability, safety, and long-term resilience. The division worked closely with Facilities, Procurement, Legal, Planning, Maintenance and Operations to ensure projects remained on schedule, compliant with grant requirements, and aligned with the Port's strategic priorities.

During FY 2025, the division achieved major milestones across several critical projects. The Container Yard Upgrade and Waterline Replacement projects continued progressing, with the latter reaching 82 percent completion. The EQMR Maintenance Project & Canopy Project reached 100 percent completion. Notably, the EQMR Building Maintenance project reached successful completion, despite numerous change orders/ amendments. These changes were all necessary to restore EQMR building to a SAFE and compliant condition and ultimately ensuring it passed all required permitting standards.

This year, the Welding Shop Maintenance project was launched to ensure a safe, functional, and efficient work environment. Project activities include both preventive and corrective measures designed to preserve the structural integrity of the facility, by extending the building's service life and enhancing operational reliability. These efforts are driven by a commitment to safeguarding individuals and maintaining a high standard of workplace quality. The project reflects PAG's unwavering dedication to Safety, operational excellence, and the creation of a productive and secure environment for all personnel utilizing the Welding Shop.

The division also completed the Yard Poles and Signage Project, Warehouse 1 Roof Vents Project, and the Miscellaneous Painting Project, each of which improved facility safety, visibility, and operational support. The design phase for the Equipment Maintenance Wash Rack and Typhoon Mawar Repair projects was finalized, and construction readiness for the A&E Roof Replacement and Passenger Terminal Ramp Repair projects was completed. The Warehouse 1 Maintenance Project was awarded and reached 50 percent completion, while the Welding Shop Maintenance Project also progressed to the halfway point. FEMA-funded recovery work continued with the Fendering Project under the Hazard Mitigation Grant Program and the F3–F6 Bulkhead Repair Project, both of which advanced steadily through construction milestones.

The division completed dive inspections of the F3–F6 wharves, conducted structural assessments of the Horizon Building, and finalized design for the EDA Fuel Connectivity Project. The STS Crane Demolition and Barge Removal Project reached 90 percent completion, a major achievement in clearing the way for new crane installations. Through collaboration with MARAD, FEMA, and the U.S. Environmental Protection Agency, the division ensured timely reporting, documentation, and compliance for all active federally funded projects.

PAG Engineering has worked in close collaboration with Black Construction to drive project success in accordance with Public Law 38-26, authorizing the Port Authority to grant Dollar-For-Dollar Offset. This partnership has fostered efficient coordination, timely resolution of issues, and consistent quality in deliverables.

Our accomplishments this year reflect not only technical expertise but also the values that define our team—dedication to excellence in every phase of project execution; adaptability to change, ensuring resilience in dynamic environments; sense of urgency and ownership, driving accountability and progress; and commitment to strong relationships with contractors and stakeholders, reinforcing trust and collaboration. Together, these qualities underscore PAG Engineering's role as a reliable partner in advancing the Port's mission and sustaining operational excellence.

Challenges Acknowledged

The division continues to manage multiple overlapping projects under limited staffing and technical capacity. Serving as construction manager for all Port projects requires substantial oversight and cross-division coordination. The need for continued mentorship and cross-training of newer staff remains critical to sustaining performance and building internal capacity. Preparing detailed scopes of work and accurate cost estimates for complex projects without external consultant support adds to workload pressures. Additionally, extended shifts and nighttime construction schedules to accommodate operational activity continue to test workforce endurance and scheduling flexibility.

Despite these challenges, the division has maintained progress through improved planning, stronger coordination with Procurement, Legal, and Finance to ensure consistent reporting. The team has shown resilience in managing project timelines and ensuring that construction work complies with both local and federal standards.

General Manager's Remarks

The CIP and Engineering Division remains the backbone of the Port's modernization and recovery efforts. Its technical capability, field presence, and coordination with federal and local partners continue to drive project execution forward. The division's achievements across the Container Yard Upgrade, Waterline Replacement, EQMR improvements, and FEMA recovery projects reflect both discipline and accountability in the delivery of critical infrastructure.

As the Port transitions into FY 2026, CIP and Engineering must focus on execution readiness, with particular emphasis on the Hotel Wharf Rehabilitation, Fuel Pier Restoration, and Wharf F2-F6 Repair projects. Clear project reporting, early identification of risks, and coordination with Finance and Procurement will be essential to maintaining momentum. The division must also continue strengthening documentation and cost tracking to support timely reimbursement and audit readiness.

Future project updates must clearly distinguish between active, completed, and pending initiatives to guide resource allocation and funding realignment. We remain open to fully implementing a formal project prioritization framework, incorporating environmental and sustainability factors to help improve transparency and align investments with Board Resolution 2025-38.

The Port acknowledges the continued leadership and professionalism of the CIP and Engineering Manager and the team. Their commitment to timely delivery, compliance, and technical excellence has enabled the Port to meet federal requirements, advance modernization goals, and sustain operational continuity. The division's work remains fundamental to building a stronger, safer, and more resilient Port of Guam.

PROCUREMENT AND SUPPLY

Annie Sablan, Acting Procurement and Supply Manager
Progress and Outcomes (Year-End Update)

The Procurement and Supply Division continued to operate under high demand throughout FY 2025, managing a steady flow of requisitions, formal solicitations, and construction procurements while maintaining full compliance with Guam Procurement Law, and the delegation of procurement authority entrusted to me as General Manager. The division processed for FY 2025, 427 requisitions and successfully converted 351 into purchase orders, ensuring that operations across all divisions proceeded without interruption. Three Invitations for Bid were awarded for goods and services, and two additional projects were completed for construction procurements, each handled in accordance with established procurement procedures and regulatory standards.

Digitization has remained one of the division's most significant achievements. Procurement advanced the electronic submission of supply issue receipts to the Finance Division, enabling greater efficiency and oversight while reducing manual entries through the E1 system. The automatic generation of receipt forms within E1 has improved processing accuracy and contributed to the Port's broader digital transformation. These initiatives collectively strengthened workflow transparency, audit readiness, and cost efficiency.

The division also continued to improve file management and public accessibility. Working closely with IT and General Administration, Procurement advanced the digitization of procurement files to ensure that public inspection and audit requirements are met. These efforts reinforce the Port's commitment to transparency and long-term records preservation. Throughout this period, the Acting Procurement and Supply Manager provided steady leadership and maintained close coordination with all divisions to ensure accountability, process integrity, and responsiveness to operational needs.

Challenges Acknowledged

The division continues to face challenges with vendor responsiveness, particularly delays in the submission of quotes for competitive solicitations. These delays can extend processing timelines and increase staff workload.

Procurement also identified issues with contract renewals occasionally initiated after expiration, though a tracking and alert system has since been implemented to prevent recurrence and improve oversight. Despite these challenges, the division has maintained consistency in service delivery and strengthened internal coordination to uphold compliance and efficiency.

General Manager's Remarks

The Procurement and Supply Division remains one of the Port's most vital operational arms, ensuring that goods, services, and projects are procured efficiently and lawfully. Since the restoration of procurement delegation in 2019 after a 14-year absence, this division has transformed from a purely administrative function into a proactive partner in advancing the Port's modernization goals. The shift represents more than procedural reform; it marks a cultural change grounded in discipline, accountability, and collaboration.

The division's ability to sustain high productivity under heavy demand reflects strong internal control, leadership, and professional dedication. The Acting Procurement and Supply Manager and her team continue to demonstrate excellence in coordination with Legal, Finance, and end users, ensuring that all procurements meet both operational needs and compliance standards. Their work embodies the Port's commitment to integrity and transparency in all financial transactions.

While operating under lean staffing, the Port is actively recruiting additional personnel to strengthen the division's capacity and sustain its high level of service. This recruitment effort is intended to ensure continuity, reduce workload pressures, and maintain timely support for operational and capital projects.

As Procurement moves into FY 2026, its focus must remain on improving turnaround times, ensuring documentation completeness, and maintaining readiness for internal and external audits. Continued emphasis on standardized templates, contract tracking, and record digitization will further strengthen the division's effectiveness. These improvements are not only administrative; they are foundational to sustaining trust, efficiency, and fiscal discipline across the Port.

We acknowledge the Procurement and Supply Division's consistent professionalism and unwavering commitment to supporting the Port's operational and capital programs. The division's performance directly impacts the Port's ability to deliver projects on time, uphold compliance, and maintain public confidence. Its continued success will remain a cornerstone of the Port's overall accountability and modernization efforts.

MARKETING

Bernadette Sterne, Marketing and Communications Manager

Progress and Outcomes (Year-End Update)

The Marketing Division continues to play a vital role in ensuring that the Port's accomplishments, priorities, and public-facing activities are communicated clearly and consistently to the community, stakeholders, partners, and equally important to the Port Strong Family. Throughout FY 2025, the division maintained steady engagement across cruise ship operations, infrastructure milestones, and public information efforts, including regularly published monthly newsletters contributing significantly to the Port's visibility and credibility.

The division produced and distributed a high volume of press releases, public notices, and event materials that kept the community informed of major initiatives, including cruise ship arrivals, facility upgrades, and federal partnership announcements. Marketing also ensured that all promotional materials, signage, and publications accurately reflected the Port's mission and tone across platforms.

Collaboration remained central to these efforts. Marketing worked closely with internal divisions, the Guam Visitors Bureau, and Customs and Quarantine during cruise ship operations to ensure that messaging, logistics, and presentation aligned with both community expectations and operational readiness. This coordination enhanced passenger-facing communication and reinforced the Port's reputation as an organized and welcoming gateway to Guam.

During this period, the division advanced its media strategy development by formalizing a structured messaging calendar, refining talking points for leadership, and improving workflows for handling media requests and content review. These steps have improved both clarity and responsiveness, ensuring that all communication reflects accuracy, purpose, and professionalism.

Marketing also continued to strengthen the Port's public profile through proactive storytelling and digital engagement. Earned media coverage, social media campaigns, and visual content highlighted milestones such as federal grant awards, infrastructure progress, and the Port's 50th anniversary. These public outreach efforts not only enhanced community awareness but also helped employees stay informed and connected to the Port's broader mission.

Challenges Acknowledged

The division continues to balance an increasing workload driven by high event volume and frequent communication requests. Marketing remains dependent on timely updates from divisions to ensure message accuracy, and occasional creative bottlenecks persist due to limited personnel and competing project demands. These challenges underscore the need for continued coordination, advance notice of major milestones, and structured internal workflows that support timely publication and distribution.

General Manager's Remarks

The Marketing Division remains central to how the Port communicates its mission, achievements, and values to the public. Its disciplined approach to storytelling, public engagement, and internal communication has strengthened transparency and trust. The division has consistently supported major announcements, federal partnerships, board actions, and public safety messaging while maintaining composure and accuracy under pressure.

As the Port's communications function, Marketing carries the responsibility of ensuring that our story is told accurately and thoughtfully, particularly when facing scrutiny or misinformation. The division's vigilance in fact-checking and framing messages with integrity has been critical to protecting the credibility of this agency and its employees.

The Marketing and Communications Manager and the team have demonstrated steady leadership, creativity, and professionalism throughout the year. Their work, which is anchored in accuracy, clarity, and respect for the Port's mission continues to strengthen public trust and organizational unity. As we move into FY 2026, Marketing will further refine its media strategy, fully implement its messaging calendar, and ensure continued coordination across all divisions so that our collective progress is captured and communicated with precision and pride.

The Port's success depends not only on operational performance, but also on how that performance is shared and understood. Marketing ensures that our work is seen, our people are recognized, and our values are consistently represented in the public sphere. For that, the division's contribution remains invaluable to both the Port's mission and its immediate and long-term reputation.

HUMAN RESOURCES

Shawn B. Cepeda, Personnel Services Administrator

Progress and Outcomes (Year-End Update)

The Human Resources Division continued to lead the Port's comprehensive personnel reform efforts throughout FY 2025, maintaining focus on integrity, compliance, and accountability. Under the leadership of the Personnel Services Administrator, HR sustained implementation of directives designed to restore trust in recruitment, enforce merit-based practices, and ensure procedural fairness across all personnel actions.

All personnel actions remained subject to internal pre-audit review prior to certification of eligibilities, preventing rule misapplication and ensuring full alignment with the Personnel Rules and Regulations. The system of redacted applications and rotating rating panels, accompanied by conflict-of-interest declarations, continued to ensure impartial and fair hiring practices. Skills-based practical assessments remained a standard requirement for all certification-based positions, ensuring that applicants demonstrated actual job competence prior to selection.

Restricted recruitment authority was maintained, allowing only designated HR officials to manage recruitment activities. This control reinforced procedural discipline and ensured that all processes were conducted according to policy. The division also completed data collection on employees who lost excess annual leave due to work constraints, allowing for case-by-case review and potential redress based on operational circumstances.

The Employee Certification Checklist remained under finalization to ensure that required licenses and certifications for each position are current and verifiable. HR also continued its outreach and recruitment efforts and will continue to explore formal participation in job fairs and community engagement events, expanding the applicant pool and supporting workforce renewal.

Training development advanced for the Out-of-Position Detail Policy and Desk Audit Policy to ensure consistent understanding and application across all divisions. These efforts demonstrate the division's continued progress in institutionalizing reforms and maintaining readiness for audits and compliance reviews.

Challenges Acknowledged

Human Resources continued to confront the lasting effects of legacy practices that had previously undermined recruitment integrity and advancement fairness. Ensuring consistent application of policies across all divisions and sections remains an ongoing challenge. The division also reported continued delays in performance evaluation submissions and other supervisory compliance requirements, which affect timely processing and overall accountability.

These challenges underscore the need for continued reinforcement of procedural discipline and shared accountability at all supervisory levels. HR maintained its oversight role to ensure adherence to the Personnel Rules and Regulations while addressing compliance issues as they arise.

General Manager's Remarks

The Human Resources Division maintained focus, consistency, and integrity throughout FY 2025. Its continued enforcement of internal pre-audits, resume redaction, and practical assessments has firmly institutionalized merit-based recruitment as the Port's standard practice. These are no longer temporary reforms but standing requirements that define how hiring and advancement are conducted.

The division's leadership and staff demonstrated discipline in maintaining compliance amid increased workload and heightened scrutiny. The integration of these systems has strengthened confidence in personnel actions, safeguarded fairness, and protected the Port from recurring procedural errors that once undermined credibility.

While HR has made measurable progress, full effectiveness depends on consistent adherence across all divisions. Late performance submissions, uneven rule enforcement, and lapses in documentation remain areas that must be addressed through sustained managerial accountability. Every division head and supervisor shares responsibility for compliance with the Personnel Rules and Regulations, and this standard will continue to be enforced without exception.

The Personnel Services Administrator is expected to maintain strict adherence to established controls, continue developing the Employee Certification Checklist, and finalize policy training for supervisors. These measures will further enhance transparency and alignment with merit-system principles.

As the Port enters FY 2026, Human Resources remains central to sustaining institutional integrity and professionalism. Its work ensures that the Port's workforce systems remain compliant, fair, and consistent with the values of public service. Through continued diligence, documentation, and oversight, HR will preserve the credibility of the Port's personnel framework and the trust placed in it by both employees and the public.

GENERAL ADMINISTRATION

Annette Mafnas, General Administration Manager

Progress and Outcomes (Year-End Update)

The General Administration Division continues to provide the essential foundation for the Port's daily operations through administrative services, logistics coordination, and cross-division process management. Throughout FY 2025, the division maintained consistent engagement in document flow, procurement support, and internal communications, ensuring the continuity and efficiency of Port operations.

The division played a central role in routing and tracking internal documents, coordinating personnel files, and supporting requisition processing for multiple divisions. It also assisted in the preparation of records and documentation for audit requests, helping ensure accuracy and timeliness in compliance reporting. General Administration continued to support procurement activities through inventory processing, supply distribution, and the routing of purchase requisitions, while maintaining organized access to correspondence related to leases, board files, and personnel archives.

During the year, the division advanced its collaboration with IT and Finance on the development of a centralized document management system to improve document access, retention, and tracking. Efforts to establish workflow policies for electronic file handling also progressed, reflecting a significant move toward digitization and automation.

These initiatives are designed to strengthen internal efficiency, improve audit readiness, and enhance record transparency across the organization. General Administration has also begun identifying succession and capacity-building opportunities to ensure continuity of institutional knowledge. Despite staffing limitations that affect the division's ability to expand technical and administrative capacity, it has maintained steady performance throughout FY 2025. Three detailed support personnel assist the core team, but remain limited to clerical functions, yet the division continues to sustain document flow, procurement support, and internal coordination that keep Port operations running smoothly.

Challenges Acknowledged

The division continues to face staffing limitations that constrain its technical capacity and workload distribution. The implementation of new systems also presents challenges, requiring process alignment and consistent follow-through. As automation expands, ongoing attention to policy development and procedural consistency will be necessary to maintain efficiency and accountability.

General Manager's Remarks

The General Administration Division remains one of the most dependable anchors of the Port's internal operations. Its work ensures that documents move efficiently, records remain accessible, and internal coordination across divisions stays on track. The division's reliability and consistency have enabled the Port to sustain operations and respond effectively to the growing demands of modernization and compliance.

While its role often operates behind the scenes, the division's contributions are foundational to the Port's overall functionality. We acknowledge the team's dedication in supporting procurement processing, personnel documentation, and audit preparation, as well as their continued focus on digitization and process improvement. The push toward automation and integration of new systems must continue to reduce manual routing, minimize delays, and strengthen internal controls.

Moving forward, the division is expected to enhance communication with division heads and the General Manager's Office to ensure timely routing and completion of documents requiring multiple sign-offs. Continued collaboration with IT, HR, and Procurement will be essential to fully implement digital tracking systems and improve data accessibility.

The work of the General Administration Manager and the team reflects a quiet, but indispensable professionalism. Their accuracy, reliability, and persistence form the backbone of daily Port operations. As digitization expands and responsibilities evolve, this division's success will be measured by its ability to maintain order, efficiency, and seamless coordination across the Port.

SAFETY

Paul Salas, Acting Safety Administrator

Progress and Outcomes (Year-End Update)

The Safety Division continues to play an essential role in maintaining compliance with federal regulations, ensuring workplace safety, and supporting the Port's operational readiness. Under the leadership of the Acting Safety Administrator, the division remained focused on preventive measures, training alignment, and environmental stewardship to safeguard the Port's workforce and facilities.

During FY 2025, the Port Authority of Guam successfully passed the United States Coast Guard inspection of both the container yard and cruise ship terminal with no discrepancies, confirming full compliance with federal maritime safety and security standards. The division completed the WSP draft for the Port Authority Safety Training Programs to meet Code of Federal Regulations requirements, strengthening internal training and procedural consistency.

The division also certified all fire extinguishers through the annual inspection process, completed procurement of safety shoes through three qualified vendors, and oversaw the disposal of tires, hazardous and non-hazardous waste, water sampling, and oil-water sampling. These actions demonstrate the division's continued diligence in maintaining safety compliance and reducing environmental risks.

The division continues to face staffing limitations that occasionally require Operations to assist during vessel activities. Safety remains responsible for coordinating briefings, refresher training, and emergency drills, ensuring all divisions meet mandatory requirements. Ongoing environmental issues, including the management of accumulated used oil and associated permitting, remain unresolved from FY 2024 and require priority attention.

Challenges Acknowledged

The division's greatest challenge continues to be protecting its most valuable asset, the Port employees. Reducing property damage through accident prevention and maintaining compliance across operational areas remain key objectives moving forward.

General Manager's Remarks

The Acting Safety Administrator continues to demonstrate commitment to fairness, transparency, and employee engagement through his participation in the Accident Review Board and the Disciplinary Review Board. His role in these processes ensures that decisions are balanced and consistent with both safety and personnel standards.

The Port recognizes the division's continued efforts to enhance environmental management, improve coordination with other divisions, and strengthen employee engagement through safety training and conferences. These steps are critical to keeping the Port aligned with regional and national maritime safety practices.

Moving forward, the division is expected to maintain its focus on communication, preventive action, and accountability. Its continued visibility and collaboration across the organization will ensure that safety remains a shared responsibility and a core component of the Port's operational excellence.

PORT POLICE DIVISION

Jesse Mendiola, Port Police Chief

Roseanna Castro, Assistant Port Police Chief of Administration

Victor Camacho, Assistant Port Police Chief of Operations

Progress and Outcomes (Year-End Update)

The Port Police Division continues to uphold its core mandate of maintaining security and safety across all Port facilities. Under the leadership of the Chief and Assistant Port Police Chiefs, the division maintained a consistent 24-hour security presence while reinforcing professional standards, accountability, and readiness.

Throughout FY 2025, the division safeguarded Port property and personnel through continuous perimeter patrols, gate access control, and coordinated law enforcement presence. Officers provided critical support during multiple cruise ship arrivals, managing traffic control, perimeter security, and coordination with interagency partners. The division actively participated in after-action reviews and readiness planning following typhoon recovery efforts, reinforcing its role in the Port's overall emergency response capability.

Field presence and officer accountability were strengthened through direct supervision, improved communication across shifts, and adherence to uniform and conduct standards. Administrative updates and command briefings were consistently provided, while team-building activities helped reinforce morale and internal trust. The division also digitized case reports to improve efficiency, filing, and retrieval times, ensuring better documentation and operational transparency.

Financial discipline was demonstrated through successful management of the overtime budget, closing the fiscal year with a balance exceeding \$10,000. The division also submitted the 2025 Port Security Grant application seeking to fortify all entry and exit points with security bollards and drop arms. The Port successfully passed the annual U.S. Coast Guard inspection with zero deficiencies, reflecting full compliance with maritime security requirements. Recruitment efforts advanced, with interviews prepared for four new security guard positions to further strengthen operational capacity.

Challenges Acknowledged

The division continues to face challenges in maintaining full workforce strength, particularly as competing government law enforcement agencies offer higher pay, making recruitment more difficult than in previous years. Overtime and coverage demands continue to test manpower flexibility, while sustained oversight is needed to uphold discipline, conduct standards, and documentation consistency.

There remains a need to expand joint training opportunities and long-term planning for staffing, equipment, and infrastructure support. Coordination with other divisions during cruise operations and special events continues to require early engagement and clear resource alignment. Leadership continuity will also depend on supervisory development and cross-training across command staff.

General Manager's Remarks

The Port Police Division continues to serve as a cornerstone of the Port's operational and security framework. Its visible presence, professionalism, and dedication to duty reflect the strength of the command team and the officers who carry out this mission daily. We commend the leadership in Port Police and the entire team for maintaining steady leadership and coordination during a demanding year.

Chief Jesse Mendiola continues to emphasize structure, mission focus, and interagency collaboration. Assistant Chief Roseanna Castro ensures administrative integrity and documentation discipline, while Assistant Chief Victor Camacho maintains field coordination and continues to serve as the Port's liaison with the U.S. Coast Guard. Together, their leadership provides a balanced approach to operations, administration, and enforcement.

The division's ability to manage overtime within budget demonstrates accountability and control. The progress made in digitizing reports, preparing the active-shooter training curriculum, and finalizing recruitment for new security personnel reflects forward momentum.

As the Port's designated Facility Security Officer, I remain directly accountable for the Facility Security Plan under U.S. Coast Guard regulations. Every officer and member of the command staff must continue to operate within this framework to ensure compliance and security readiness. Collaboration with Human Resources, Safety, and Operations remains essential to strengthen workplace violence prevention protocols and emergency response procedures.

The division's focus on unity, accountability, and professionalism will continue to define the Port's public safety reputation. The dedication of the Port Police to protect lives, secure facilities, and support daily operations is recognized and deeply appreciated.

INFORMATION TECHNOLOGY (IT)

Dennis Perez, Systems Manager

Progress and Outcomes (Year-End Update)

The Information Technology Division continues to play a critical role in advancing the Port's digital transformation. Under the leadership of the Systems Manager, the division provided consistent technical support, maintained cybersecurity compliance, and ensured system stability across all departments. Throughout FY 2025, IT's work remained central to operational efficiency, transparency, and the modernization of Port infrastructure.

During the year, the division distributed computer equipment under the Indefinite Delivery/Indefinite Quantity (IDIQ) procurement, supported the Terminal Operating System (TOS) pre-bid conference, and completed the negotiation process for the Port's new email project. The division also renewed TOS maintenance and licensing for current systems, ensuring continued functionality and vendor support. Collaboration with the United States Coast Guard on cybersecurity initiatives remained strong, including participation in the USCG Hunt Project for Port-wide and local area network (WAN/LAN) protection.

IT continued providing online technical support to multiple GovGuam agencies for the Financial Management System (FMS/E1) and worked with federal partners to align cybersecurity measures with national standards. These accomplishments reflect the division's commitment to maintaining secure, reliable, and responsive digital systems that enable the Port's daily operations.

Challenges Acknowledged

The division acknowledges ongoing staffing and funding challenges, yet its performance demonstrates resilience and strong internal prioritization. Despite these constraints, IT has maintained cybersecurity compliance, supported critical digital systems, and advanced the Port's modernization goals without interruption. This shows that current limitations have not hindered core operations, though they may slow the pace of large-scale initiatives like full network modernization and cybersecurity infrastructure upgrades.

While staffing and funding limitations have posed challenges, the division has managed these effectively through prioritization and coordination, maintaining consistent delivery of essential services. The division's ability to distribute new equipment, maintain TOS systems, and coordinate federal cybersecurity projects confirms that essential services remain stable and effective. Looking

ahead, resource planning should focus not on remedying dysfunction, but on supporting scalability, adding depth to a small but high-performing team. We should focus on justifying future resource requests on the basis of demonstrated results rather than unmet needs.

General Manager's Remarks

The Information Technology Division remains an essential part of the Port's modernization and operational resilience. Its continued focus on cybersecurity, network reliability, and user support directly impacts the Port's ability to operate efficiently and safeguard sensitive information.

We recognize the dedication of the Systems Manager, whose four decades of experience in the digital field continue to guide this division through an increasingly complex technological environment. His collaboration with federal agencies, including the United States Coast Guard, reflects the Port's readiness to meet evolving cybersecurity standards.

The division's achievements during FY 2025 show that while staffing and funding constraints exist, they have not limited performance or service delivery. Instead, the division has optimized existing capacity to meet operational needs and advance key modernization initiatives. Future resource planning should focus on scalability and sustainability, ensuring the Port's IT systems can continue to grow with operational demand.

We commend the IT Division for maintaining professionalism, technical discipline, and continuity under demanding circumstances. Its contributions have been instrumental in supporting the Port's digital transformation and in ensuring that the systems sustaining our operations remain secure, efficient, and resilient.

COMMERCIAL

Pacifico Martir, Deputy GM and Person in Charge (Last year 2025 to May 21, 2025)

Leo Espia, Person-In-Charge (effective May 22, 2025 to present)

The Commercial Division underwent a significant transformation in FY 2025, reflecting strong recovery, accountability, and renewed professionalism. Under the leadership of Person-In-Charge Leo Espia, and with oversight from Deputy General Manager Pacifico Martir, the division strengthened lease enforcement, enhanced tenant communication, and restructured internal systems to restore operational discipline. These reforms were guided by directives communicated through various reports written by the General Manager and reinforced by the Board under the Look Ahead 2025 initiative, emphasizing compliance, efficiency, and transparency across all revenue-generating activities.

Throughout the year, the division delivered meaningful results across lease administration, marina oversight, and tenant management. Comprehensive cross-referencing of tenant payments with the Finance Division ensured billing accuracy and improved revenue accountability. A structured notification process was fully implemented for delinquent tenants, with coordination among Finance and Legal to manage collections and renewals. Marina oversight was strengthened through regular inspections, improved inventory tracking, and coordination with Port Police for vessel relocations and compliance enforcement.

Operational efficiency improved through the completion of Oracle E-1 training, digitization of tenant files, and standardization of templates for leases and permits. Weekly progress reports, division meetings, and formal communication protocols were institutionalized to ensure that all tenant matters, lease updates, and marina operations are documented, transparent, and elevated to management in a timely manner. These measures have reinforced accountability and improved internal coordination across the division, consistent with the expectations established by the General Manager.

Challenges Acknowledged

The Commercial Division continues to address long-standing legacy issues related to lease renewals, delinquent accounts, and inherited documentation gaps. Several complex tenant cases require extended coordination with Legal and Finance to ensure compliance and enforcement. While resource constraints occasionally affect the timing of facility repairs and automation deployment, these challenges are being mitigated through better prioritization and inter-divisional collaboration. Sustaining a culture of consistent upward reporting remains a priority to ensure progress is continually documented and visible to management.

General Manager's Remarks

The Commercial Division has demonstrated measurable progress and renewed professionalism under the leadership of Person-In-Charge Leo Espia and the dedicated efforts of the team. This progress builds upon the foundation of stability and support established by Deputy General Manager Pacifico Martir, whose guidance during the transition helped set the stage for sustained improvement. The division has since advanced that work through stronger accountability, improved communication, and effective cross-divisional coordination. Its structured approach to delinquent account management, lease tracking, and marina oversight reflects a decisive shift from a reactive posture to a proactive and disciplined operation.

We commend the Commercial Division for successfully implementing reforms that align with the Port's standards of transparency, accountability, and public trust. The collaborative work with the Finance, Legal, Facilities, and Strategic Planning divisions has strengthened the Port's overall oversight of tenant operations and revenue management.

While challenges remain, the division's ability to confront and address inherited issues directly reflects a strong cultural shift. The use of automation tools, the establishment of structured reporting systems, and consistent communication with management have set a solid foundation for FY 2026. This progress should not signal a point of rest but serve as encouragement that the division has the capacity and discipline to continue advancing with proper guidance and direct leadership.

As the division continues to modernize and improve, the focus must remain on sustaining reporting discipline, closing all remaining legacy cases, and ensuring all leases, permits, and marina operations are current, compliant, and audit-ready. We recognize the Commercial Division's resilience, leadership, and commitment to delivering results that strengthen both revenue integrity and stakeholder confidence.

HARBOR MASTER'S OFFICE

Chris Flores, Harbor Master

Progress and Outcomes (Year-End Update)

The Harbor Master's Office continues to ensure the safe, efficient, and compliant movement of vessels throughout the Port's inner harbor, surrounding waters, and marinas. Under the leadership of Harbor Master Chris Flores, the division maintained steady performance despite personnel transitions and infrastructure-related challenges. The team's professionalism and adaptability were evident throughout FY 2025, particularly in coordinating vessel accommodations during ongoing construction and modernization activities.

A major accomplishment this year was the successful collaboration with the U.S. Navy's Dive and Salvage Team and the USNS *Salvor* to secure the Ocean Dumping Permit from the U.S. Environmental Protection Agency for the removal and disposal of the *M/V Voyager*. This achievement marks a significant milestone in addressing a long-standing navigational and environmental concern. Through continued coordination with multiple agencies to ensure smooth progress, the *M/V Voyager* disposal project was successfully completed, with the vessel disposed of 30 nautical miles offshore on October 2, 2025.

The Harbor Master's Office also initiated recruitment to fill key vacancies and reduce overtime demands. Interviews for a new Marine Traffic Controller were completed, and the Acting Administrative Officer provided critical support to sustain day-to-day operations. Jovonne's strong administrative oversight in payroll, budgeting, and contract management ensured continuity and accountability throughout the transition.

The division reestablished both the Hagåt and Hagåtña Marina Users Groups to strengthen tenant communication, improve coordination, and address safety and maintenance concerns. These actions reflect the division's renewed focus on stakeholder engagement and community partnership.

Challenges Acknowledged

We all share the Harbor Master's Office's loss with the passing of the Administrative Officer and acknowledge the resignation of an experienced Marine Traffic Controller. Despite these challenges, the team maintained uninterrupted operations through cross-training, teamwork, and shared responsibility. Continued workload pressures and the need for sustained administrative support remain areas for attention.

General Manager's Remarks

The Harbor Master's Office demonstrated resilience and professionalism during a demanding year. The successful progress of the *M/V Voyager* removal stands as one of the Port's most significant operational achievements, reflecting the Harbor Master's persistence, coordination, and leadership.

We commend the Port's Harbor Master and the team for maintaining operational stability, fiscal discipline, and strong coordination with federal and local partners. Their continued collaboration with vessel agents, the maritime community, and Port divisions has ensured safe vessel movements and responsive service across all Port facilities.

As we move into FY 2026, the Harbor Master's Office will remain central to the Port's maritime operations. Continued focus on vessel scheduling, berth management, and stakeholder coordination will be essential. We acknowledge the division's professionalism, adaptability, and service to Guam's maritime community and look forward to building on this year's accomplishments to further strengthen operational readiness and safety.

Each division's year-end review demonstrates measurable progress toward the Port Authority of Guam's collective mission of service, accountability, and modernization. These results confirm that performance, integrity, and follow-through continue to define our work and the culture we have built together. The FY 2025 cycle reflects not only operational progress but also growth in leadership, structure, and coordination across every division.

The reforms initiated in prior years are now embedded in daily practice. Divisions have strengthened documentation, improved reporting discipline, and expanded collaboration to ensure transparency and continuity. This alignment of goals, systems, and accountability has created a Port organization that operates with discipline and foresight, capable of meeting immediate operational demands while advancing long-term strategic priorities.

The year's progress also reflects clear alignment with the Board's management objectives and remedial strategies set in December 2024, which emphasized resilience, sustainability, revenue integrity, and cross-divisional collaboration. Each of these areas has translated into tangible results across operations, finance, maintenance, safety, and workforce development.

The Port continues to address inherited challenges with practical, coordinated solutions. Through improvements in procurement efficiency, project execution, digital transformation, safety and compliance, and tenant management, every division has contributed to building systems that protect integrity and promote progress. These results mark the full transition from reactive management to proactive leadership grounded in data, structure, and shared purpose.

Our success this year is the result of steady leadership, unified effort, and shared commitment. Every division, including Operations, Equipment Maintenance, Facilities, Safety, Port Police, Procurement and Supply, Finance, Planning, Capital Improvement Projects and Engineering, General Administration, Information Technology, Marketing, Commercial, the Harbor Master's Office, and Human Resources, has played a vital role in strengthening the Port's foundation. Together, these coordinated efforts ensure that the Port remains financially sound, operationally ready, and aligned with both local and federal priorities while continuing to serve the people of Guam with professionalism and purpose.

As we move into FY 2026, the Port Authority of Guam remains focused on the three core pillars that define its mission: supporting commerce, safeguarding national security, and advancing Guam's energy dominance. These priorities guide every investment, project, and decision, ensuring that the Port continues to serve as a vital link for trade, defense readiness, and sustainable development across the region.

With the continued support of Governor Lou Leon Guerrero, Lieutenant Governor Josh Tenorio, the Port Board of Directors, Port management and employees, the Port Users Group, tenants, and stakeholders, we will sustain this progress and continue building a modern, transparent, and resilient Port for Guam's future and our neighboring islands that rely on the Jose D. Leon Guerrero Commercial Port for their own economic security, stability, and growth. *Si Yu'os Ma'åse.*

Digital Copies to: Dominic G. Muna, Deputy General Manager for Operations
 Pacifico R. Martir, Deputy General Manager for Administration/Finance
 All Division Heads and Assistants
 Port In-House Counsels
 All Port Employees

BOARD OF DIRECTORS

Dorothy P. Harris, Chairperson
Conchita S.N. Taitano, Vice Chairperson
Fe R. Valencia-Ovalles, Board Secretary
Mark B.C. Mendiola, Board Member



Resolution No. 2025-39

RELATIVE TO MEMORIALIZING THE GENERAL MANAGER’S EXECUTION OF TWO LEASE AGREEMENTS BETWEEN THE PORT AUTHORITY OF GUAM AND IP&E HOLDINGS, LLC, IN ORDER TO CONTINUE IP&E’S LEASE AT F-3 FOR FUEL STORAGE AND REFUELING FACILITIES, AND TO LEASE CERTAIN SUBTERRANEAN AND SURFACE PORTIONS OF F-4 FOR FUEL PIPELINE AND FUEL BUNKERING PITS FOR THE FUELING OF BERTHING MARINE VESSELS.

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

WHEREAS, the duties of the Board of Directors of the Port Authority of Guam, as described in 12 GCA § 10104(f), include that the Board of Directors shall control, manage, and have jurisdiction over all government of Guam lands within the boundaries of Cabras Island and Drydock Island, except for any United States or Territorial Parks System land therein; and

WHEREAS, the Board of Directors of the Port Authority of Guam has historically tasked the General Manager to determine the best and highest use for parcels of Port real property that may or may not be essential to Port functions, and to enter into, manage, and maintain lease agreements with any person, firm, association, or corporation for various real properties as would serve the best interests of the Port Authority of Guam; and

WHEREAS, IP&E Holdings, LLC dba IP&E Guam has, since 2010, leased a total area of 13,925 square feet at the F-3 pier for the purpose of operating fuel storage and refueling facilities, while having installed and/or operated substantial improvements, structures, and equipment, including two fuel storage tanks; several gauges, valves, pumps, and motor controllers; cathodic protection systems; covered storage area; electrical control room; bunkering pits; and pipelines; and

WHEREAS, IP&E seeks to continue to lease the same area at F-3, while also planning to install significant improvements and implement upgrades, including an automated tank gauging system, a portable truck loading system and pipeline modification (for typhoon readiness), fire arresters, lighting upgrades, a security system, a fire suppression system, fire hydrant(s), and pipeline replacement, all of which should result in improved safety, prolonged use of existing assets, enhanced operational capabilities, and industry standard upgrades. IP&E hopes to continue to lease the area at F-3 to provide necessary petroleum fuel provisioning services to Guam’s community; and

WHEREAS, Guam currently lacks infrastructure necessary to efficiently and effectively fuel visiting marine vessels at the Port, and IP&E hopes to lease certain subterranean and surface areas at F-4 to develop such fueling infrastructure in the form of bunkering pits and subsurface pipelines that would be supported by its existing infrastructure located at F-3; and

WHEREAS, as lessee, IP&E could only invest in substantial fueling and fuel storage improvements and upgrades at F-3, and install pipelines and bunkering pits at F-4 to fuel vessels visiting the Port, if it were able to lease those areas from the Port over an extended duration, namely fifteen (15) years for both areas. IP&E hopes to develop for Guam the advantage of attracting marine vessels with this new capability for efficient and effective fueling and refueling from the F-4 wharf, which could only be made possible with a fifteen-year lease agreement; and

WHEREAS, on April 12, 2025, *I Maga’hågan Guåhan* Lourdes A. Leon Guerrero signed into law Public Law 38-1, which grants public agencies, such as the Port Authority of Guam, the ability to enter into commercial leases of public real property for terms of up to fifteen (15) years without first obtaining legislative approval; now, therefore, be it

RESOLVED, that the Board of Directors of the Port Authority of Guam hereby acknowledges and memorializes that the General Manager of the Port Authority of Guam will imminently execute two formal, written lease agreements with IP&E Holdings, LLC for its use and occupation of certain portions of F-3 and F-4, each for up to fifteen (15) years, at the currently established and approved open space rental rate (pursuant to Public Law 30-19) of sixty-two cents (\$0.62) per square foot, for the purpose of installing and operating fuel storage and refueling facilities, and bunkering pits and pipelines, respectively; and be it further

RESOLVED, that the Chairperson certify to, and the Secretary attest to, the adoption hereof.

PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF DIRECTORS THIS 21st DAY OF NOVEMBER, 2025.

DOROTHY P. HARRIS
CHAIRPERSON, BOARD OF DIRECTORS
PORT AUTHORITY OF GUAM

FE R. VALENCIA-OVALLES
BOARD SECRETARY, BOARD OF DIRECTORS
PORT AUTHORITY OF GUAM

BOARD OF DIRECTORS

Dorothy P. Harris, Chairperson

Conchita S.N. Taitano, Vice Chairperson

Fe R. Valencia-Ovalles, Board Secretary

Mark B. Mendiola, Board Member



Resolution No. 2025-40

RELATIVE TO THE MARITIME RESILIENCE AND INNOVATION SUMMIT

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

WHEREAS, this Resolution is intended to formally recognize the outcomes of the Port Authority of Guam's Maritime Resilience and Innovation Summit, including the adoption of its After-Action Report and acknowledgment of the Sister Ports Agreement with the Port of Long Beach; and

WHEREAS, the Port Authority of Guam was awarded a two point four one-million-dollar United States Environmental Protection Agency Inflation Reduction Act Clean Ports Program planning grant for air quality and emissions reduction initiatives, including an emissions inventory, a Net Zero Emissions Strategy, a Workforce Development Plan, a Resilience Strategy, an Implementation Plan, and an Emissions Reduction and Scenario Analysis Tool; and

WHEREAS, as part of these initiatives, the Port hosted the Maritime Resilience and Innovation Summit on October 22, 2025 at the Hyatt Regency Guam, convening more than one hundred thirty leaders from forty-two organizations across government, military, academia, and industry; and

WHEREAS, the Summit formed a central part of the Port's Fiftieth Anniversary Celebration and Port Week 2025, featuring keynote addresses, technical sessions, and panel discussions focused on clean energy transition, workforce development, infrastructure modernization, and regional collaboration; and

WHEREAS, distinguished speakers included Governor Lourdes A. Leon Guerrero, Lieutenant Governor Joshua F. Tenorio, Senator Jesse A. Lujan, Sharon L. Weissman of the Port of Long Beach, Conchita S. N. Taitano of the Association of Pacific Ports, and Port Authority of Guam General Manager Rory J. Respicio; and

WHEREAS, the Summit's three primary objectives were to introduce and advance key EPA Clean Ports Program initiatives at the Port Authority of Guam, promote knowledge sharing and regional collaboration on energy resilience and modern infrastructure, and showcase Guam's leadership in sustainable maritime operations throughout the Indo Pacific region; and

WHEREAS, the Summit opened with welcoming remarks by Rory J. Respicio, General Manager of the Port Authority of Guam, who recognized representatives from the Governor's Office, fellow Pacific ports, industry leaders, the Port Board of Directors, and federal partners, emphasizing the significance and origins of the Clean Ports Program, which stem from the Port's earlier sustainability initiatives including the Zero Waste Study with First Gentleman Jeff Cook, the Recycling Enterprise Zone law, and the development of the Zero Emissions Strategy conducted by Jacobs. These initiatives, guided by the policy direction of the Board and supported through the early coordination of Vice Chairperson Conchita S. N. Taitano, the Planning Division, and WSP, the Port's Owner Agent, established the foundation for federal recognition of the Port's environmental and energy resilience efforts; and

WHEREAS, Governor Lourdes Aflague Leon Guerrero delivered opening remarks emphasizing that the Port of Guam is the lifeline of the island's economy and a critical gateway for food, supplies, fuel, and defense support throughout the Indo Pacific region. She stressed the urgency of modernizing port infrastructure to ensure continuity of operations during typhoons, cyber risks, periods of global instability, and other natural or manmade threats. She highlighted the importance of clean and alternative energy, stronger coordination with federal and military partners, and long-term planning that prepares the Port to remain operational during war and natural disasters. The Governor also recognized that the Port's progress in the Zero Emissions Strategy and its participation in the EPA Clean Ports Program demonstrate Guam's commitment to cleaner operations, stronger resilience, and the long-term protection of the community; and

WHEREAS, Lieutenant Governor Joshua F. Tenorio followed by highlighting the Summit's theme of innovation and resilience and speaking to the strategic importance of the Port of Guam as the central platform for humanitarian aid, commercial activity, military logistics, and emergency response in the Indo Pacific region. He emphasized the existing strong coordination among local agencies, federal partners, military commands, and private industry to ensure the Port can withstand and recover from natural disasters, cyber threats, and potential conflict scenarios. The Lieutenant Governor stressed that investments in clean and alternative energy, workforce readiness, and modern infrastructure are essential to maintain continuity of operations and prepare the Port to meet future challenges. He also underscored the importance of prioritizing daily operational needs while balancing future initiatives and noted the value of securing grants to support infrastructure and equipment acquisition, acknowledging the work already underway at the Port. He reaffirmed the administration's continued commitment to supporting these efforts; and



WHEREAS, Sharon L. Weissman, Secretary of the Long Beach Board of Harbor Commissioners, delivered the opening keynote address illustrating two decades of progress under the Port of Long Beach’s Green Port Policy and detailing practices such as embedding environmental covenants in tenant leases and investing in clean technologies that reduced greenhouse gas emissions while enhancing productivity and economic growth; and

WHEREAS, Morning Session One featured Emily Sanders of Jacobs, who provided an overview of the Clean Ports Program’s goals, Guam’s sustainability history, and the strategic approach to developing a Net Zero Strategy and Implementation Plan for the Port Authority of Guam; and

WHEREAS, following Emily Sanders, Herbert Johnston of Guam Trades Academy and Ruben Landa of WSP emphasized the critical role of workforce development in achieving Clean Ports objectives and outlined training and collaboration opportunities to build a skilled labor force supporting sustainable port operations; and

WHEREAS, Morning Session Two, moderated by Nina Salek of Jacobs, focused on clean and alternative energy solutions and featured panelists John Benavente of the Guam Power Authority, Fleur de Peralta of the Pacific Northwest National Laboratory, Rebecca Respicio of the Guam Energy Office, and Vera Topasna of the Guam Community Defense Liaison Office; and

WHEREAS, John Benavente described the Guam Power Authority’s vision for an underground energy system and investments in resilient infrastructure to stabilize rates and protect consumers while serving both civilian and military needs; and

WHEREAS, Fleur de Peralta outlined the Pacific Northwest National Laboratory’s ongoing research into alternative energy sources and microgrid development to support grid stability, data security, and collaboration with the Guam Power Authority; and

WHEREAS, Rebecca Respicio emphasized public education on energy resilience and the need for aligned priorities among government entities to maximize resources and proposed the Port as a demonstration site for solar and energy storage projects to maintain operations during outages; and

WHEREAS, Vera Topasna stressed the importance of interagency coordination between the Department of Defense and the Government of Guam to enhance cybersecurity, planning, and compliance for civilian infrastructure resilience; and

WHEREAS, the afternoon program featured a keynote address by Senator Jesse A. Lujan of the Thirty Eighth Guam Legislature on building data infrastructure, collaboration among government entities, and the role of Public Private Partnerships in driving modernization and investment; and

WHEREAS, the Summit included a tribute led by General Manager Respicio in honor of the late David Bell, a distinguished and forward-thinking leader whose thirty years of work in Guam advanced recycling, sustainability, and the vision for a clean, sustainable, and smart port. He was known for guiding from behind the scenes, never seeking personal acclaim, yet his influence was profound and enduring. His efforts supported the recycling revolving fund and the recycling enterprise zone at the Port, and his guidance helped shape the zero-waste study that provided the data set used to secure the competitive two point four-million-dollar Clean Ports planning grant. He championed the appointment of Conchita S. N. Taitano to the Board to advance sustainability initiatives and consistently framed the Port’s environmental efforts in terms of resiliency, redundancy, and national defense readiness. Through his strategic insight and his remarkable ability to collaborate across diverse stakeholders, he played an instrumental role in ensuring that the Port’s sustainability and resilience initiatives remain foundational to the Port’s long-term future; and

WHEREAS, subsequent sessions featured panel discussions on port modernization and infrastructure resilience with John Cruz Jr. of the Guam Power Authority, Clarence Lagutang of the Port’s Capital Improvement Program, Rigo Cisneros of Jacobs, and Will Calori of the Port Users Group, who addressed energy efficiency, aging fuel piers, modernization needs, and the importance of Public Private Partnerships in restoring critical facilities; and

WHEREAS, the Summit concluded with the formal signing of an Agreement to Establish a Sister Ports Relationship between the Port of Long Beach and the Port of Guam, executed on October 22, 2025 to promote cooperation, information sharing, and mutual benefit in the areas of trade development, infrastructure development, city port relations, environmental sustainability, and technology; and

WHEREAS, the Agreement establishes a framework for collaboration that includes exchanging information on sustainable infrastructure, environmental programs, and the adoption of clean technology, cooperating to identify new cargoes and trade routes, coordinating on marketing efforts to shipping lines, and facilitating personnel exchanges, site visits, and technical meetings to strengthen best management practices and professional development; and



WHEREAS, the Agreement provides that the parties will bear their own costs resulting from these activities, including travel, and that specific projects or programs requiring financial or staff commitments shall be subject to the approval of each party's governing authority; and

WHEREAS, the Agreement also calls for the designation of a contact person at each port to coordinate cooperative activities and maintain communication, establishes an initial five-year duration, and allows renewal by mutual written consent of both parties; and

WHEREAS, the Agreement was signed on behalf of the Port of Long Beach by Chief Executive Officer Mario Cordero and on behalf of the Port of Guam by Chairperson Dorothy P. Harris, with Sharon L. Weissman, Secretary of the Long Beach Board of Harbor Commissioners, and Conchita S. N. Taitano, Vice Chairperson of the Port Authority of Guam Board of Directors, serving as honorary witnesses; and

WHEREAS, the After-Action Report prepared by Jacobs staff, namely Terra Miller Cassman, Emily Sanders, Kim Wetzel, Wren McNally, and Rigo Cisneros, documents the Summit's outcomes including best practices, lessons learned, and forward actions in collaboration, energy resilience, modernization, workforce development, and interagency coordination; and

WHEREAS, the After-Action Report includes supporting attachments consisting of the attendee registration list, agenda, survey results, live polling outcomes, media coverage, and event photos, collectively documenting the scope and success of the Summit; and

WHEREAS, Section Two of the After-Action Report identifies best practices and lessons learned from both logistical and technical perspectives and highlights media coverage and stakeholder feedback that praised the Summit as a model for future engagement;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors recognizes the contributions of all Port Authority of Guam divisions whose coordination, support, and day to day operational readiness made the Maritime Resilience and Innovation Summit possible. The Board affirms that the success of the Summit reflects the collective efforts of the Port's entire workforce, whose professionalism and collaboration ensured a well executed and impactful event; and

BE IT FURTHER RESOLVED, that the Board of Directors recognizes that the EPA Clean Ports Program planning grant builds upon the Port Authority of Guam's longstanding sustainability initiatives, including the Zero Waste Study, the proposed Recycling Enterprise Zone, and the development of the Zero Emissions Strategy. These initiatives, led by the Planning Division in coordination with the Port's consultant partners, laid the technical and policy foundation for the Clean Ports Program. They positioned the Port to secure federal recognition and funding support for projects advancing environmental stewardship, energy resilience, and maritime sustainability; and

BE IT FURTHER RESOLVED, that the Board of Directors acknowledges Vice Chairperson Conchita S. N. Taitano for her early involvement in the conceptual stages of the EPA Clean Ports Program planning grant and her continuing leadership in aligning sustainability and modernization efforts with the Port's Master Plan. The Board further recognizes the technical groundwork established through the Planning Division's early collaboration with WSP, which provided the framework for the successful grant award and its ongoing implementation under Jacobs; and

BE IT FURTHER RESOLVED, that the Board of Directors acknowledges Chief Planner Joe Javellana and the Planning staff for their leadership, coordination, and sustained efforts from the inception of the EPA Clean Ports Program planning grant through the successful organization and hosting of the Maritime Resilience and Innovation Summit. Their involvement from the early stages of the grant application, development, and implementation planning has been instrumental in guiding the Port's initiatives in resilience, sustainability, and modernization; and

BE IT FURTHER RESOLVED, that the Board of Directors of the Port Authority of Guam hereby adopts the Maritime Resilience and Innovation Summit After Action Report as the official record of the event and endorses its documentation of the Summit's presentations, discussions, and findings; and

BE IT FURTHER RESOLVED, that the Board of Directors acknowledges Section Three of the Maritime Resilience and Innovation Summit After Action Report, titled Opportunities and Next Steps, as a factual summary of ideas highlighted from the Summit. The Board memorializes this section as part of the official record for informational purposes only and affirms that these items reflect stakeholder input and consultant observations rather than Port commitments, policy positions, or funding authorizations; and

BE IT FURTHER RESOLVED, that the Board of Directors acknowledges that the information, discussions, and cooperative frameworks memorialized through the Summit and Sister Ports Agreement will serve as references for future dialogue, planning, and coordination consistent with the Port's mission and statutory authority; and



BE IT FURTHER RESOLVED, that the Board of Directors honors the memory of David Bell and recognizes his lasting contributions to recycling, sustainability, and the development of the Port’s zero waste, clean energy, and resilience initiatives. His work strengthened the Port’s ability to secure federal support, including the competitive two point four-million-dollar Clean Ports planning grant, and advanced the long-term vision for a clean, sustainable, and smart port. The Board expresses appreciation for the tribute led by General Manager Respicio during the Summit and affirms that David Bell’s guidance, partnership, and values will continue to shape the Port’s efforts in environmental stewardship, resilience, modernization, and long-term planning; and

BE IT FURTHER RESOLVED, that the Board of Directors commends the Port management team, Jacobs Engineering, and all Summit participants for their leadership in advancing maritime resilience, innovation, and sustainability for Guam and the Pacific region, and directs that this Resolution be transmitted to Governor Lourdes A. Leon Guerrero, Lieutenant Governor Joshua F. Tenorio, Senator Jesse A. Lujan, First Gentleman Jeff Cook and the Zero Waste Task Force, and pertinent federal and local stakeholders, including the United States Environmental Protection Agency, the Maritime Administration, the Office of Local Defense Community Cooperation, University of Guam, and the UOG Center for Island Sustainability Guam Green Growth Initiative (G3); and

BE IT FURTHER RESOLVED, that the Chairperson certify to, and the Secretary attest to, the passage of this Resolution and that a copy be transmitted to the family of the late David Bell in recognition of his lasting contributions to recycling, zero waste, and sustainability initiatives for Guam and our island’s region.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF
DIRECTORS THIS 21st DAY OF NOVEMBER, 2025.**

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

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



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ATURIDAT / PUETTON GUAHAN
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Lourdes A. Leon Guerrero
Governor of Guam
Joshua F. Tenorio
Lieutenant Governor

November 7, 2025

MEMORANDUM

TO: Board of Directors

FROM: Rory J. Respicio, General Manager 

SUBJECT: Request for \$5K Sponsorship for Association of Pacific Ports (APP) Winter Conference, January 28-30, 2026, Honolulu, Hawaii

The Port Authority of Guam has been a longstanding member of the Association of Pacific Ports (APP) and also serves as the President of the APP Executive Officers. The association will be holding its Winter Conference on January 28-30, 2026 in Honolulu, Hawaii.

The Association of Pacific Ports (APP) is a trade and information for the purpose of promoting increased efficiency and effectiveness of the ports of the Pacific. Current members include ports in American Samoa, British Columbia, California, Hawaii, Marshall Islands, Guam, Saipan, Pohnpei, Oregon, Taiwan, Tonga, and Washington State. Programs of the APP are aimed at enhancing the technical and governance expertise of commissioners and other port officials through meetings, educational seminars, and the exchange of appropriate communications. These programs are also pertinent to the needs of ports' management and technical staff.

In light of our ongoing commitment to fostering strategic partnerships and community engagement, Board approval is being requested for sponsorship support in the amount of \$5,000 for the Admiral Sponsor Level at the upcoming APP Conference. This sponsorship tier offers premium visibility and recognition, including: logo placement for the Port of Guam on the APP website; inclusion in all conference brochures, materials, and gift bags; recognition as title sponsor for both the Welcome Reception and Conference Luncheon.

I am available for any questions you may have.



Building partnerships throughout the Pacific.



2026 WINTER CONFERENCE SPONSORSHIP OPPORTUNITIES

JANUARY 28 TO 30, 2026 — Kahala Resort, Honolulu

Benefits / Sponsor Level	Fleet Admiral US\$10,000	Admiral US\$5,000	Commodore US\$4,000	Captain US\$3,000	Lieutenant US\$2,000	Crew US\$1,000
Logo on pacificportsconference.com with link to sponsor's site	✓	✓	✓	✓	✓	✓
Logo on all communications leading up to conference	✓	✓	✓	✓	✓	✓
Logo on conference agenda and on-site signage (including PowerPoint)	✓	✓	✓	✓	✓	✓
Insert in delegate bag	✓	✓	✓	✓	✓	✓
Conference attendee contact list	✓	✓	✓	✓	✓	✓
Title Co-sponsor for dinner	✓					
Title sponsor for lunch; welcome reception; golf		✓				
Title sponsor for breakfast			✓			
Title sponsor for break/networking session				✓		
General sponsor (paired with sponsors on meals/events above)					✓	✓
One-sixth-page advertisement in conference on-site agenda						✓
Quarter-page advertisement in conference on-site agenda					✓	
One-third page advertisement in conference on-site agenda				✓		
Half-page advertisement in conference on-site agenda			✓			
Full-page advertisement in conference on-site agenda	✓	✓				
Pop-up banner display at conference	✓	✓	✓			

Contact:

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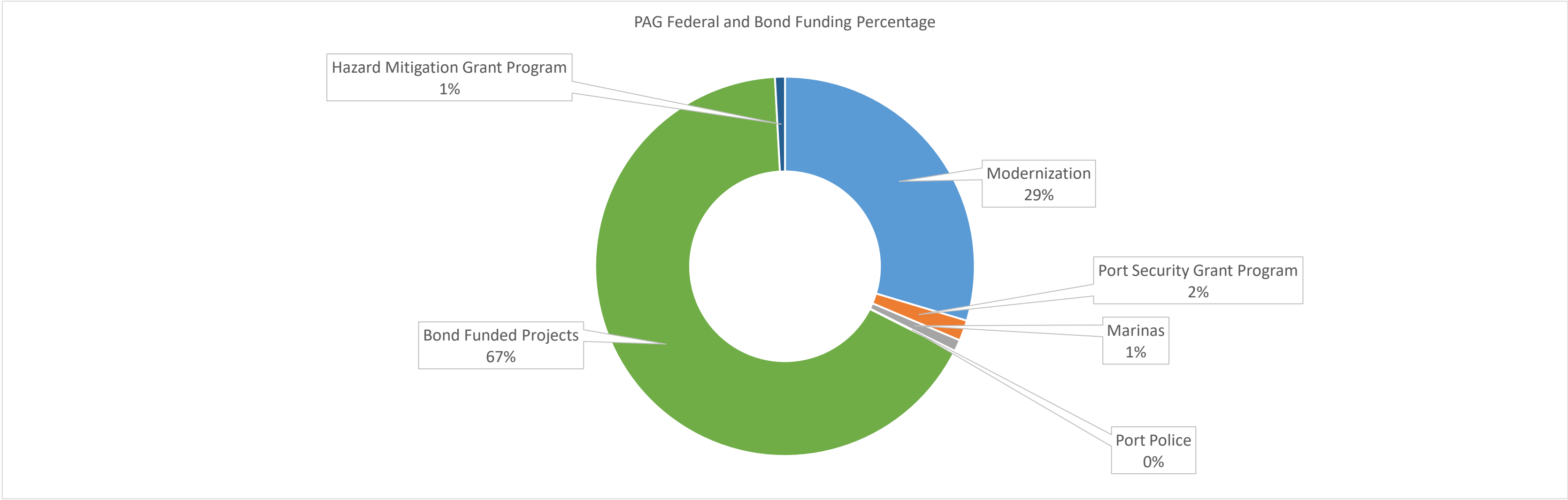
Please note: Sponsorships do not include conference registration.

Additional opportunities not listed above (e.g., higher levels or value-adds such as lanyards, delegate bags, etc.) are available.

www.PacificPortsConference.com



FY 2026 Port Grant/Bond - Monthly Update
As of November 17, 2025



Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
Modernization	\$34,590,180.00	\$2,858,689.28	\$31,731,490.72		
07-79-07614 - F1 Pier to Golf Pier Fuel Connectivity Project	\$2,413,091.00	\$0.00	\$2,413,091.00	RFP-PAG-022-003 - A&E DESIGN CONSULTING SERVICES For The Installation of a Fuel Pipeline System for F1 Pier and Golf Pier Connectivity	Amorient submitted the 100% Design Submittal; including the basis of design, drawings, and specifications on February 14, 2025. PAG staff met with Project Officer to discuss options to expend remaining grant funds. Project Officer recommended to obtain price quotes for proposed activities outside current project scope. Follow-up meeting with Project Officer on a possible amendment to grant scope scheduled for June 17, 2025. UPDATE: Planning and CIP/Engineering staff met with fuel terminal manager to discuss plans to add LPG line to the Fuel Pipeline Connectivity Project. A/E designer to submit cost estimate for the design work per grantor requirements.
D20AP00136 - Phase 1: Port Authority of Guam - Welding Shop	\$240,325.00	\$135,511.65	\$104,813.35	PO No 20385OS for \$386,379.00 to Guam Evergreen Corp.	The Notice to Proceed (NTP) was issued on December 6, 2024 and commenced on December 10, 2024. The grantor also approved the PAG's request to expend federal funding prior to local funding. Work began on January 22, 2025. An amendment is being developed to account for the additional spalling that has been discovered over the course of the project. UPDATE: Spall repair work and outdoor painting are 95% complete. Electrical work to begin mid-November.
D21AP10142 - Phase 2: Port Authority of Guam - Welding Shop	\$151,850.00	\$0.00	\$151,850.00		The OIA approved the PAG's request to purchase one 8-pack multi-operator welding rack instead of a 4-pack multi-operator welding rack and stud welder. UPDATE: See above for construction status. The procurement packet is being developed for the specialized welding equipment.
D22AP00124- Generator Maintenance & Sustainment Program	\$165,375.00	\$31,414.08	\$133,960.92	PO#18867OS -1st year contract services for \$65,000.00 to Hawthorne Pacific Corp. PO#20005OS- 2nd year contract services for \$65,000.00 to Hawthorne Pacific Corp. PO#20793OS- 3rd year contract services for \$65,000.00 to Hawthorne Pacific Corp.	Grant award notification was received on June 29, 2022. POP: May 19, 2022 - September 30, 2026. UPDATE: PAG Facilities Division along with the Procurement Division issued out the third contract year service PO to Hawthorne Pacific Corp on June 24, 2025.

FY 2026 Port Grant/Bond - Monthly Update
As of November 17, 2025

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
98T27101/98T34801/98T77501 - Diesel Emissions Reduction Act (DERA) - Tractor Replacement	\$676,609.00	\$376,609.00	\$300,000.00		PAG Procurement issued PO no. 20063-OS on August 27, 2024 for the purchase of two units under grant 98T77501. Delivery is anticipated within 250 days. PAG submitted final reports for grants 98T27101 and 98T34801 on October 30, 2024. An application to replace two additional terminal yard tractors was submitted under the FY2024 DERA Territory Grant on December 6, 2024. STATUS QUO - FY 2024 Grant application status pending review by US EPA. FY2022 DERA grant no. 98T77501 - PO 20063-OS - Two Tier 4 terminal yard tractor units were delivered to PAG on April 25, 2025. Planning and Maintenance Divisions will coordinate the decommissioning of tractor units previously identified for replacement. Finance processed reimbursement request for the two units received through FY22 grant 98T77501 - pending approval by US EPA. Maintenance completed scrappage of the two units identified for replacement. UPDATE: FY 2022 project completed pending grant closeout.
MARAD AMHP - Acquisition of Specialized Container Yard Equipment	\$5,703,560.00	\$2,242,500.00	\$3,461,060.00	PO Nos. 19083/84-OS for \$2,689,408.00 and 2,205,723.00, respectively.	The Grant Agreement for MARAD FY 2022 America’s Marine Highway (AMH) Grant No. 693JF72340007 was effectuated on August 4, 2023. The telescopic boom lift, reefer generators, and nine (9) terminal yard tractors are anticipated to be delivered November 2024 (boom lift) and March 2025 (generators and tractors). 180-ft telescopic boom lift was delivered November 22, 2024. On December 11, 2024, MARAD Senior Grants Management Specialist notified the PAG of its approval to purchase five 5.5-ton forklifts under the BABA waiver for Pacific Island Territories. Contract and purchase order were issued on December 13, 2024. UPDATE: PO 20412-OS - Finance and Planning are coordinating to submit reimbursement request for PO 20412-OS. Planning submitted reprogram request to purchase additional equipment with excess funds from the FY 2022 grant.
693JF72240023 MARAD 2021 RAISE Grant - Wharves Service Life Extension - Hardening of Wharves F2-F6	\$17,941,997.00	\$0.00	\$17,941,997.00	Task Order 15 MOD- P.O. 19948-OS was issued to WSP to conduct an Environmental Assessment and Permits. Amendment approved to change period of performance from December 31, 2025 to July 31, 2026. Total billed to date \$183,928.26	UPDATE: Task Order 19 has been approved, and Purchase Order No. 21179-OS, in the amount of \$527,315, has been issued to the Port’s Owner’s Authorized Engineer (OAE) and subconsultant to carry out the required services. The Environmental Assessment and regulatory consultations remain ongoing with the U.S. Army Corps of Engineers (USACE) Permit, Coastal Zone Management Act, Section 401 Water Quality Certification, Guam DOAg Coral Relocation Permit, Endangered Species Act (NOAA), and FWCA, under MARAD oversight. Monthly coordination meetings continue; the final Grant Agreement remains pending NEPA completion.
U.S. EPA Clean Ports Program - Net Zero Emissions Strategy Update and Implementation Plan	\$2,410,415.00	\$72,654.55	\$2,337,760.45		On Dec. 19, 2024, PAG received the Notice of Grant Award/Grant Agreement to fund the PAG Net Zero Emissions Strategy Update and Implementation Plan project. UPDATE: The Port is making substantial progress on its Net Zero Emissions Strategy Update and Implementation Plan project. On October 22, 2025, the Port successfully hosted the Maritime Resilience and Innovation Summit. The Port is also on track to submit its Quality Assurance Project Plan (QAPP) for EPA approval by the week of November 17. Further, work has begun on several planning activities, including conducting a Scope 3 inventory of mobile emissions, preparing an update to the net-zero emissions strategy, and conducting community engagement and outreach.
OLDCC Defense Community Infratstructure Program - F1 Pier Infrastructure Restoration - Structural and Safety Repairs Project	\$4,886,958.00	\$0.00	\$4,886,958.00		The PAG was successful in its application to conduct near-term repairs of the F1 fuel pier. The scope includes open-corrosion spalls and crack repairs, structural pile repairs, fabrication and installation of new gangways at select dolphins, and more. The project also includes a Local Share of \$2,094,411.00. UPDATE: Next Step is development of procurement package for NEPA environmental review services.

FY 2026 Port Grant/Bond - Monthly Update
As of November 17, 2025

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
Marinas	\$1,144,790.00	\$0.00	\$1,144,790.00		
2024 NOAA Marine Debris Program - BoatUS Foundation Abandoned and Derelict Vessel (ADV) Removal Grant Program	\$644,790.00	\$0.00	\$644,790.00		The Port submitted its application on November 21, 2024, for the PAG Harbor Restoration and Resilience Initiative (PAGHRR) Project, which would remove thirteen (13) abandoned and/or sunken vessels from PAG properties. The proposed project total is \$859,720.00. UPDATE: The project is currently under Environmental Compliance review and the procurement packet is being developed.
F25AF02464-00 - DOAg Sport Fish Restoration - Demolition and Replacement of A-Dock at the Agana Marina	\$500,000.00	\$0.00	\$500,000.00		UPDATE: In October 2025, Guam DOAg–DAWR awarded the Port federal funds for the rehabilitation and repairs of Agana Marina Dock A. The Memorandum of Agreement (MOA) is currently under legal review as to form and pending approval by AG and Honorable Governor of Guam.
Port Security Grant Program	\$2,042,524.00	\$972,068.46	\$1,070,455.54		
EMW-2021-PU-00230-S01 - Acquisition of Vessel Tracking/Radar Intrusion System	\$267,773.00	\$267,773.00	\$0.00	PO No. 187300S- G4S Security System \$347,000.00	IFB-PAG-013-22 published on August 15, 2022. Bid opening held on 10/24/2022 with one (1) submission. A budget request to utilize portion of remaining IJ #2 funding to cover any shortfall of IJ #1 was reviewed and approved FEMA on 2/4/2023. Awarded to G4S Security Systems. Project was completed on November 6, 2023 and warranty is for one (1) year up to November 6, 2024. UPDATE: Project Completed. Pending closeout.
EMW-2021-PU-00230-S01 - Acquisition of Transportation Worker Identification Credentialing (TWIC) System	\$98,478.00	\$97,283.49	\$1,194.51	PO No. 182120S- ComPacific \$61,012.00 PO No. 190190S- ComPacific \$58,178.00 PO No. 178270S- DMR \$6,542.00 PO No. 205840S- Micronesia Hospitality & Marine Sales \$1,259.99	Award issued to ComPacific and equipment was delivered on September 29, 2022. Project Completed. A budget request to use remaining balance to purchase additional units was reviewed and approved by FEMA on 2/4/2023. On July 7, 2023 a second purchase order #190190S was cut for 6 additional TWIC handhelds and accessories as well as to cover the third year subscription service. The remaining TWIC handhelds and accessories were delivered on September 21, 2023. The remaining funds will be used to purchase a monitor to be used at Port Police's dispatch center to access the TWIC system. UPDATE: Project Completed. Pending closeout.
EMW-2022-PU-00149 - Acquisition of Unmanned Aerial Vehicles (UAV)	\$74,290.00	\$0.00	\$74,290.00		Revised DRAFT policy resubmitted to FEMA Program Manager on Nov. 14, 2024. Revisions made were based on FEMA's comments on first draft. This policy must be approved by FEMA prior to commencing the procurement process. Port Police re-submitted its revised UAV Policy and Procedures to FEMA for review and concurrence. Currently waiting on notification. UPDATE: One-year no cost time extension approved to August 31, 2026 for procurement of the sUAS. Specifications for procurement package being developed.
EMW-2022-PU-00149 - Primary Communications Replacement of Motorola Radio Units	\$405,478.00	\$404,382.71	\$1,095.29		Grant was awarded on September 1, 2022. On July 12, 2023 Procurement issued purchase order #190230S to Motorola and Port Police recieved the units on November 28, 2023. Port Police worked with Guam Police Dept. for radio programming and is working with Finance on tagging the assets. Distribution of radio units is in progress. UPDATE: Radio distribution to respective individuals and as determined by Port General Manager was completed.
EMW-2022-PU-00149- Integrated Digital Enhanced Network (iDEN) Technology Redundant Interoperable Communications System Service	\$84,450.00	\$84,450.00	\$0.00	PO No. 18297-OS IT&E \$35,013.36 PO No. 19528-OS IT&E \$47,058.00 PO No. 201610S IT&E \$48,174.00	Grant was awarded on September 1, 2022. iDEN Services are ongoing provided by IT&E (Period of October 1, 2022 - September 30, 2023.) Third year purchase order issued for the period of October 1, 2024- September 30, 2025. UPDATE: Grant-funded services completed. Pending close out.
EMW-2023-PU-00298 - Acquisition of Two (2) Port Police Boat Trailers	\$42,003.00	\$35,751.26	\$6,251.74		Guam Home Center was awarded Purchase Order #197420S on March 19, 2024. UPDATE: Project Complete. Trailers have been delivered to the Port. Pending closeout.
EMW-2023-PU-00298 - Acquisition of Port Police Durabooks and Accessories	\$43,378.00	\$43,125.00	\$253.00		MD Wholesale was awarded Purchase Order #197770S on April 1, 2024. Laptops delivered to PAG IT and are currently being configured and distributed to Port Police. UPDATE: Project complete. Pending closeout.
EMW-2023-PU-00298 - Port Police Division Acquisition of Personal Protection Equipment (PPE)	\$39,398.00	\$39,303.00	\$95.00	PO NO. 202110S Code 1 Law Enforcement Equip. & Supply \$39,303.00	Notice of award - August 25, 2023. UPDATE: Project Complete. PPEs delivered Jan. 5, 2025. Pending closeout.

FY 2026 Port Grant/Bond - Monthly Update
As of November 17, 2025

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
EMW-2025-PU-05369 -FY2025 PSGP AWARD	\$987,276.00	\$0.00	\$987,276.00		On Sept. 29, 2025, the PAG received an email notification that its grant application submitted for the FY25 PSGP has been approved. Awarded IIs include: Implementation of an Active Directory; Replacement of the aging SonicWall 4600 firewall and 3-year subscription of Intrusion Detection System monitoring; A security barrier system; and, Modular Floating Dock System. UPDATE: Due to lapse in federal funding, the FEMA GO grant system was not actively managed nor updated until after funding was enacted. On Nov. 15, 2025, PSGP Section Chief advised that the system should be up and running during the week of Nov 17-21, 2025.
Hazard Mitigation Grant Program	\$989,564.00	\$537,824.38	\$451,739.62		
Fendering System Hardening Project	\$603,689.00	\$151,949.38	\$451,739.62		IFB-PAG-CIP-022-008 posted on August 26, 2022. Pre-bid conference held on Sept. 7, 2022 and Site visit conducted on Sept. 9, 2022. Bid opening held on Oct. 27, 2022, 2:00 pm. Contract awarded to Cabras Marine. Notice to Proceed was given to Cabras Marine on January 10, 2023. Original project scope was 15 arch fenders and 11 cylindrical fenders. After Typhoon Mawar, a request was submitted to descope the damaged fenders from this HMGP project and add rubber arch fenders not included in original SOW. PAG received notification that FEMA approved the amendment on August 28, 2024. Grant POP end date has been extended to November 3, 2025. UPDATE: Pre-final inspection by Engineering conducted on Oct. 30-31, 2025. Project completed November 3, 2025.
Warehouse 1 Hardening Project	\$385,875.00	\$385,875.00	\$0.00		IFB-PAG-CIP-022-009 posted on Sept. 13, 2022. Pre-bid conference held on Sept. 20, 2022 and Site visit scheduled for Sept. 23, 2022. Bid opening was completed on October 20, 2022. There were two (2) bid submissions received by the deadline. Both bids were opened and the documents were reviewed by the Port Staff Attorney as well as the Procurement and Engineering divisions. Meeting held on December 7, 2022 with lowest bidder to discuss submission and specifications. Awarded to IAN Corporation. Notice to Proceed was given to IAN Corp on April 16, 2023. Grant Period of Performance end date is March 18, 2024. Project date of completion is March 1, 2024 with a one (1) year warranty period through March 2, 2025. UPDATE: Project Complete.
Port Police	\$80,000.00	\$58,178.02	\$21,821.98		
PT25-03-03PPD - Operation A'dai He'Hao	\$80,000.00	\$58,178.02	\$21,821.98		UPDATE: The FY 2025 grant has been closed out. Lapse funding for a speed sign trailer have been requested for FY 2026 which is now pending an agreement.
Bond Funded Projects	\$77,886,440.00	\$13,461,670.10	\$64,424,769.90		
New Administration Building	\$10,445,000.00	\$0.00	\$10,445,000.00		Project is currently on hold pending Management decision. Engineering has been instructed to develop Scope of Work to repair concrete cracks and spalling and made a priority. UPDATE: Status Quo
Waterline Replacement and Relocation	\$6,000,000.00	\$4,408,880.14	\$1,591,119.86	PO No. 177900S for \$4,856,568.91 awarded to BME & Sons Inc.	Pipe installation along wharves F4 to F5 is ongoing. The first section of the new waterline near the fire water tank has been connected. Work has begun near the main gate to connect the new waterline and additional work that includes the installation of new fire hydrants to meet fire code standards. UPDATE: Work on the new system is 90% complete and pre-final inspections are ongoing. Fire hydrant delivery has been delayed until December 2025.
EQMR Building Repairs and Upgrades	\$3,628,800.00	\$3,314,867.91	\$313,932.09	PO No. 180070S for \$3,980,000.00 awarded to JJ Global Service	The repair & paint work as well as lead based paint abatement has been completed. UPDATE: The project has completed its pre-final inspections. The contractor is working on final inspection punch items and closeout documents.
Warehouse 1 Repairs and Upgrades	\$2,000,000.00	\$737,135.64	\$1,262,864.36	RFP No. 2019-03 - A&E Design awarded to NC Macario PO No. 20723-OS for \$4,837,223.18 BME & Sons Inc. (Outstanding balance to be drawn down from the New Administration Building)	The Construction IFB was published on November 25, 2024. The bid opening was held on February 5, 2025. UPDATE: Work is ongoing for chipping and saw cutting exterior concrete spalling. Electrical demolition is 30% complete and construction joint removal and cleaning in preparation for repairs.

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Golf Pier Repairs and Improvements	\$2,000,000.00	\$372,147.93	\$1,627,852.07	RFP No. 2019-02 - A&E design for \$484,000 awarded to NC Macario	Golf Pier was rendered inoperable after Typhoon Mawar. The PAG along with its OAE have developed cost estimates. The PAG had received a FEMA determination for Golf Pier. On August 9, 2025, PAG submitted an appeal letter requesting reinstatement of eligibility for Permanent Work assistance related to damages sustained during Typhoon Mawar. UPDATE: The Guam Recovery Office submitted appeal letter to FEMA. Pending FEMA response/decision.
Rehabilitation of "H" Wharf	\$46,331,895.00	\$1,740,063.86	\$44,591,831.14	PO No. 17043-OF for \$2,249,945.54 awarded to GHD Inc. New Contract Amount: \$2,656,621.37 PO No. 18140-OS was issued to Sumitomo Mitsui Construction Company, Ltd. for \$46,331,895.00	Resolution No. 2024-01 authorized the PAG GM to temporarily pause H-Wharf construction, procure additional gantry cranes, and establish comprehensive strategic measures for port operational enhancement and financial reallocation. WSP finalized the design to ensure compliance with the latest engineering codes. UPDATE: Status Quo
Other Priority Projects	\$4,980,745.00	\$391,444.97	\$4,589,300.03		1. Please refer to MARAD RAISE - Wharves Service Life Extension Hardening of Wharves F2-F6 for more information. 2. The TOS Upgrade scope of services is under Procurement and Legal review. UPDATE: Status Quo
Other Priority Projects - EnterpriseOne Financial Management System	\$2,500,000.00	\$2,497,129.65	\$2,870.35		Module updates are ongoing for vessels and SSRs. An RFP for joint comprehensive support services with GPA, GIAA, and the lead agency GWA is ongoing. The PAG is also exploring additional applications such as employee self serve and dashboards. The PAG is also exploring preventative maintenance modules and content management. UPDATE: The PAG has also moved from Oracle to DXE for customer support via a MOA with GWA. The PAG's RFP for DXE is still ongoing.
Grand Total	\$116,733,498.00	\$17,888,430.24	\$98,845,067.76		

PORT AUTHORITY OF GUAM
CONTRACT SUMMARY UPDATE

No.	Consultant/Vendor	Type of Service	Solicitation Method Reference No.	Division	Contract Term	Initial Term	Expiration After Options	Next Renewal Due Date	Annual Amount (Comments / Notes)
PROFESSIONAL SERVICES									
1	A1 - Guam WEBZ	Web Development, Hosting, Support and Maintenance Srvcs	RFP-25-004	IT	3 years w/ 1 yr options	08/07/25 -08/07/28	08/07/35	08/07/28	
2	Allied Human Resources	Temporary Staffing Services	RFP 024-002	HR					Currently in Negotiations
3	AM Insurance	Insurance Coverages	GSA/PAG-015-22	Finance	5 years	10/01/2022 to 09/30/2023	09/30/27	09/30/25	PO issued every new fiscal year
4	AM Insurance	Workers Compensation Coverages	IFB-PAG-011-23	Finance/Safety	3-years				No Coverage
5	Matson	PMC for Gantry Cranes	RFP-020-005	EQMR	5 years with options to 20 years	11/05/21 to 11/05/26		11/05/26	\$200K per annum
6	Bank of Guam	Banking Services	RFP 020-004	Finance	5 years	5/14/21 to 5/13/26	05/14/26	05/14/26	
7	Mobil Oil Guam	Management and Operations of Golf Pier	RFP-PAG-021-002	Commercial	5 years	Month to Month Lease Agreement			Golf Pier Damaged from Typhoon Mawar
8	Island CERTS Corp.	OSHA Training & Certification Services for Maritime Terminal Operations	RFP-024-001	Human Resources	5 years	05/24/24 to 05/23/29	05/23/29		
9	Pacific Human Resources. Inc.	Drug Free Workplace Program	RFP-025-002	Human Resources	Initial 1yr term with 4 add'l one year options, not to exceed 5 yrs				Under Legal Review prior to solicitation
10	Milo Appraisals	Real Estate Appraisal Services	RFP-021--004	Commercial	3yrs w/ 2 option	10/06/21 to 10/05/24	10/05/26	10/05/25	Task Order based
11	International Health Providers IHP	Medical Examination Services	RFP-022-005	Human Resources	3 yr. w/ 2 options NTE 5 years	06/14/23 to 06/13/26 w/ Two 1yr options NTE 5yrs	06/13/28	06/13/26	Fees based on rates
12	Tristar Terminal Guam	M & O of F-1 Fuel Pier Facility	RFP-019-004	Commercial	5 years	04/01/21 to 03/31/26	04/01/21	03/31/26	
13	Ernst & Young	Annual Independent Audit Services	OPA-RFP-25-008	Fiscal	3 years w/ 1 yr option	currently in the approval process			OPA taking the lead on this solicitation
14	WSP USA Inc.	OAE - Owner Agent Engineer	RFP-021-003	Planning	2 yr w/ 3 options NTE 5 yrs	10/22/21 to 10/21/23	10/22/26	10/23/25	\$1.5M

PORT AUTHORITY OF GUAM
CONTRACT SUMMARY UPDATE

No.	Consultant/Vendor	Type of Service	Solicitation Method Reference No.	Division	Contract Term	Initial Term	Expiration After Options	Next Renewal Due Date	Annual Amount (Comments / Notes)
15	N.C. Macario & Associates	A/E Design and Consulting Services Golf Pier	RFP 019-002	Engineering	3 years w/2 1 yr options	11/20/19 to 11/19/22	11/19/2024	11/20/2022	Did not renew
16	N.C. Macario & Associates	A/E Design and Consulting Services EQMR, Warehouse No.1, Waterline Relocation	RFP 019-003	Engineering	3 years w/2 1 yr options	02/05/20 to 02/04/23	2/5/2025 final year		\$1,406,427.48
17	AM Orient	A&E Design of Fuel Pipeline System	RFP 022-003	Planning/CIP		6/28/23 to 6/27/25 w/ 1 option	6/27/2026	6/27/2025	\$471,588.55
CONSTRUCTION CONTRACTS									
No.	Consultant/Vendor	Type of Service	Solicitation Method Reference No.	Division	Contract Term	Contract signed	Expiration After Options	Next Renewal Due Date	Annual Amount (Comments / Notes)
1	Sumitomo Mitsui Construction Company	Re-bid - Construction Rehab of H-Wharf and Hwy 11 Roadway Reconstruction	IFB-022-002	CIP/Planning	790 Calendar days from NTP	8/9/2022			\$47M approx.
2	Guam Shipyard	Design Demolition of 5 inoperable Port Cranes and One Barge at F-6	MS IFB 021-002	CIP/EQMR	PAG filing claim against performance bond	9/10/2021			\$2,573,155.00
3	BME and Sons	Waterline Replacement Project	IFB -021-005	CIP	365 calendar days from NTP. Amended to Extend to 12/31/24	3/9/2022			\$4.8M
4	Cabras Marine Corp	Supply/ Install New 11 ea. Cylindrical Fendering System at F3 & F5 Rubber Leg Arch Fenders at F4 to F6	IFB 022-008	CIP	243 calendar days from NTP. Amended to Extend to 12/31/24	12/22/2022			\$301,077.47
5	JJ Global	EQMR Building Repair & Maintenance Project	IFB 021-010	CIP	540 days from NTP Amended to Extend to 09/30/24	5/10/2022			\$2,798,009.83
6	Guam Evergreen Construction Corp	Welding Shop Repairs & Upgrades	IFB-024-002	CIP/Planning	365 calendar days from NTP	Pending 100% Bonding			
7	Guam Evergreen Construction Corp	F3-F6 Bulkhead Repairs	IFB-024-007	CIP	270 Calendar Days from NTP				\$289,600.00
8	BME and Sons	WH1 Maintenance Project	IFB 024-004	CIP	540 Calendar days from NTP	PUC Approved, formulating Contract			\$4,838,000.00

Port Authority of Guam
CIP / Engineering Divisions

Status as of November 17, 2025

Fact Sheet No. **137**

Project Status
Post-Award Projects

Project Title	Warehouse 1 Building Maintenance
Project Number	IFB-PAG-CIP-024-004
Project Amount	\$ 4,837,223.18
Work in Progress (WIP)	12% Complete
Funding Source	PAG Bonded Project
Contractor	BME & Sons
Designer of Record	NC Macario & Associates
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	June 10, 2025
Project Completion Date	540 calendar days from NTP
Current Status: BME and Son's ongoing work on spall/crack (chipping and cutting) and pressure washing. Electrical work demolition initiated.	

Project Title	EQMR Building Maintenance
Project Number	IFB-PAG-CIP-021-010
Project Amount	\$ 2,500,000.00
Work in Progress (WIP)	COMPLETED
Funding Source	PAG
Contractor	JJ Global Services
Designer of Record	NC Macario and Associates
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	January 3, 2023
Project Completion Date	09/15/2025
Current Status: Retrofit of EQMR Canopy – Completed. Working on project closeout, warranty/punchlist items and demob.	

Project Title	PAG Waterline Replacements
Project Number	IFB-PAG-CIP-021-005
Project Amount	\$ 4,856,569.00
Work in Progress (WIP)	95%
Funding Source	PAG
Contractor	BME & Sons
Designer of Record	NC Macario and Associates
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	March 21, 2022
Project Completion Date	01/29/26
Current Status: Continue installation work of C900 piping for the new fire hydrant, excavation work along Route 11 to locate the existing pipe where the new water line will be connected and flushing of the chlorinated pipe at WL-7 that was previously tested.	

Project Title	Design, Demolition, Removal & Proper Disposal of 5 Inoperable Cranes and Optional Removal/Disposal on one Barge YFN816
Project Number	IFB-PAG-CIP-021-002
Project Amount	\$ 2,573,155.00
Work in Progress (WIP)	90% Complete
Funding Source	PAG
Contractor	Guam Shipyard (Guam Industrial Services, Inc.)
Designer of Record	PAG In-House
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	September 13, 2021
Project Completion Date	November 15, 2024
Current Status: Awaiting Bond Issuer (Moylan's Insurance) to award of project to perform Phase 1 and 2, which will consist of demo and disposal of the remaining work. Phase 3 is slated for pavement restoration.	

Project Title	Rehabilitation of H-Wharf and Access Road
Project Number	IFB-PAG-CIP-022-002
Project Amount	\$ 46,331,895.00 (Original Amount: \$23,000,000.00)
Work in Progress (WIP)	30% Complete
Funding Source	TIGER Grant and PAG Revenue Bond
Contractor	Sumitomo Mitsui Construction Co. LTD (SMCC)
Designer of Record	WSP
Construction Manager	GHD Engineering
Notice to Proceed Issued	TBD (On-Hold)
Project Completion Date	TBD
Current Status: On Hold	

Project Title	Welding Shop Maintenance and Repair Project
Project Number	IFB-PAG-CIP-024-002
Project Amount	\$386,370
Work in Progress (WIP)	80%
Funding Source	OIA Grant + PAG funds
Contractor	Guam Evergreen Corp.
Designer of Record	N/A
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	12/10/24
Project Completion Date	12/10/25
Current Status: Exterior/interior painting ongoing. Electrical work started. Pending electrical system rework SOW received from contractor and being reviewed by PAG Electrical Engineer.	

Project Title	F3 – F6 Bulkhead Repair
Project Number	IFB-PAG-CIP-024-007
Project Amount	\$289,600
Work in Progress (WIP)	70% Complete
Funding Source	PAG Funds (FEMA Reimbursable)
Contractor	Guam Evergreen Corp
Designer of Record	
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	02/17/25
Project Completion Date	11/14/2025 March 2026 (new completion date)
Current Status: Work on bulkheads ongoing Contractor No Cost Time Extension approved due to work affected by weather and dock availability. Engineering is reviewing the request.	

Pre-Award Project

Project Title	Harbor Master Office + Admin Structural Repairs
Project Number	TBD
Project Amount	\$ 1,800,000 (Estimate)
Work in Progress (WIP)	0% Complete
Funding Source	PAG Funds
Contractor	TBD
Designer of Record	TBD
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: SOW drafted and Cost Estimate developed.	

Project Title	Golf Pier Replacement Project
Project Number	TBD
Project Amount	\$ 82.0 M
Work in Progress (WIP)	0% Complete
Funding Source	FEMA PA/HMGP
Contractor	TBD
Designer of Record	TBD
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: TS Mawar damages resulted in the pier's inoperability. Discussion with FEMA and USACE on-going with respect to design and construction cost.	

Project Title	New Administration Building
Project Number	TBD
Project Amount	\$15-20 M (Current Estimate)
Work in Progress (WIP)	TBD
Funding Source	TBD
Contractor	TBD
Designer of Record	TBD
Construction Manager	PAG Engineering Division
Notice to Proceed Issued	TBD
Project Completion Date	TBD
Current Status: Project is Pending fund allocation.	

Port Authority of Guam
Operations Division Report
OCTOBER 2025

I. OVERVIEW

Vessel Calls	29
Cans Handled	8,612
Special Service(s)	81

a. Productivity

Vessel Op	Avg NMPH	TOP GANG	M/Hr
Matson:			
Domestics	25.6	2	27.8
Feeders	22.8	4	24.1
MSA:			
Barges/Merdian	0.0	0	0.0
Mariana	0.0	0	0.0
Triton/Galaide	19.4	1	21.3
Kyowa	21.2	5	23.8
MELL:			
Kotas	23.9	5	25.0
APL:			
OCEANIA/ISLANDER	26.3	4	28.8
AMB: Fredenborg	20.0	1	20.4

b. Equipment Status

As of : 10/31/2025	ON HAND	UP	RM	Repair
GANTRYs	3	3		
TOP LIFTERS	10	4		6
SIDELOADERS	3	3		
20T FORKLIFT	2	1		1
10T FORKLIFT	4	2		2
5T FORKLIFT	12	7		5
TRACTORS	33	18		15

II. YEAR TO DATE

a. Vessels_YTD	29
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b. Can_Cnt YTD

OCTOBER	FY25		FY26		Variance	
	I	E	I	E	I	E
Local	2767	2910	3499	3103	26%	7%
TS	568	505	603	559	6%	11%
TSMT	106	199	353	339	233%	70%
Others (OS/Sh/Reh)	36	36	77	79	114%	119%
TTL	3477	3650	4532	4080	30%	12%

1FY-25 WORK INJURY REPORT

(01/01/25 to 12/31/25)

<u>Divisions</u>	<u>*Lost-time</u>	<u>**Recordable</u>	<u>*** Refused Treatment</u>
Stevedoring	0	3	0
Transportation	0	0	0
Terminal	0	0	0
EQMR	0	4	0
Port Police	0	1	0
Admin	0	2	0
Total:	0	10	0

Work Injury Summary for this reporting period: 11/12/2025

Total Injuries for FY-25 to date: 10–Injury

0-- Lost-time

10– Recordable

0– Refused Medical Attention

Last disabling work injury was on: 10/14/25

Number of days since last work injury: 29-days

Note: PAG best record was 222 days or 7 months w/o a disabling work injury

***Lost-time** = If an employee was injured on the job and medical doctor sent him/her home, his/her injury is considered a lost-time.

****Recordable** = If an employee was injured on the job and medical doctor treated him/her and released him/her back to work on the same day (Recordable because of medical charges).

*****Refused Medical Attention:** Filed WC Forms 201 & 202 for record purposes only.
