



## 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

Tuesday, December 30, 2025, 3:00 p.m.

Virtual Board Meeting

## A G E N D A

### I. CALL TO ORDER

### II. APPROVAL OF MINUTES

1. November 21, 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. 2025-41 relative to establishing a notice of area availability process for all new leases, permits, licenses, and property use arrangements and for clarifying and institutionalizing the administrative steps for agreements that exceed yearly and a month-to-month term.
2. Adoption of Board Resolution No. 2025-42 relative to acknowledging the Guam Public Utilities Commission Consultant's recommendation in Port Docket 25-03 and authorizing Management to conduct a full tariff review within twelve (12) months.
3. Adoption of Board Resolution No. 2025-43 relative to supporting the Port Authority of Guam in hosting the 112th annual conference of the Association of Pacific Ports, Guam, August 2026.
4. Adoption of Board Resolution No. 2025-44 relative to adopting the "Look Ahead 2026" Plan: Strategic Executive, Operational Durability, and Institutional Readiness at the Port Authority of Guam.
5. Adoption of Board Resolution No. 2025-45 relative to approving Tristar's relocation of fenders from Golf Pier to Berth F1, with a cost of \$43,542.46, to be borne by the Port Authority of Guam under the Management Agreement.

### VII. ADJOURNMENT





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**MINUTES OF THE  
REGULAR MEETING OF THE BOARD OF DIRECTORS**  
Friday, November 21, 2025

**I. CALL TO ORDER**

The Chairperson called the regular meeting of the Board of Directors to order at 3:04 p.m., Friday, November 21, 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  
Pacifico R. Martir, Deputy General Manager, Admin/Finance  
Jessica Toft, Port Staff Attorney

Also present was IP&E-Jim Bieghley, Jolene Mesa; Guam Post-Frank San Nicolas; and Port Authority Staff.

**II. APPROVAL OF MINUTES**

1. **October 2, 2025 – Regular Board Meeting:** Director Mendiola made a motion to approve the minutes of October 2, 2025, subject to correction. The motion was seconded by the Vice Chairperson 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 gearing up for its year-end Christmas party celebration on December 6, 2025 at Dusit Thani.

**IV. GENERAL MANAGER'S REPORT**

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 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 Neddedog, 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 \$5.3 million.

**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 thru 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.

## **V. OLD BUSINESS**

There were no items discussed under old business.

## **VI. NEW BUSINESS**

**1. Approval of Board Resolution No. 2025-39 IP&E Lease at F-3 and F-4.** The General Manager mentioned that IP&E has a current lease with the Port Authority that has five (5) years remaining, so instead of waiting for the five years to expire IP&E hopes for Board consideration to avail themselves with Public Law 38-1 that authorizes the agency to enter into a fifteen (15) year lease. IP&E have been working diligently with Management, Port Staff Attorney and Commercial division to ensure all is in order. He stated that the new lease agreements has yet to be executed.

At this time, and without objections, the Board recognized the presence of IP&E representatives, Mr. Jim Beighley, Chief Executive Officer and Ms. Joleen Mesa, Senior Director of Sales & Operations. The presentation presented before the Board essentially addressed IP&E seeking to continue to lease the same area at F-3 pier, 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 pier to provide necessary petroleum fuel provisioning services to Guam's community. Further, it was presented that 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 pier 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 pier. As lessee, IP&E could only invest in substantial fueling and fuel storage improvements and upgrades at F-3 pier, and install pipelines and bunkering pits at F-4 pier to fuel vessels visiting the Port, if it were able to lease those areas from the Port over an extended duration of 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.

The Vice Chairperson asked about the structural integrity of the tanks, especially after Typhoon Mawar. Ms. Mesa replied that an interior assessment of the tanks that is over 30 years old is performed every 10 years which is the industry standard. An exterior assessment of the tank farm was performed after Typhoon Mawar. She also mentioned that the cathodic protection systems are assessed annually. The Vice Chairperson is confident that there are regulatory reporting requirements on the bunkering operations. Ms. Mesa replied affirmatively, for instance, prior to a bunkering operation, a site assessment is performed and if there are any irregularities, the Operations Manual dictates that a notice is required to be provided to the NRC – National Readiness Center, essentially a protocol list to notify respective regulatory parties, such as US Coast Guard, Port Authority and so forth.

Director Mendiola asked when the current lease took effect and were there any improvements or upgrades performed to the facility. Ms. Mesa replied that the lease took effect in 2010 and facility upgrades include security fencing, electrical systems, pumps, to name a few, as well as yearly refurbishing of the tanks. She mentioned that the current lease for F-3 pier will expire in five years; however, the request is to effectuate a new lease agreement for both F-3 and F-4 for a term of fifteen years as allowable under Public Law 38-1.

At this time, Director Valencia-Ovalles made a motion to approve 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. The motion was seconded by the Vice Chairperson. Discussion followed, and Director Mendiola understands that Public Law 30-19 provides the mechanism to which sets facility lease and use rates for port properties, and contained within the public law provides that rates established shall be subject to an additional five percent (5%) per month surcharge to provide additional funding specifically for the Port Police for its operations. Further, Public Law 30-19 also requires, at a minimum, once every three (3) years that a valuation of Port properties be assessed where the lease rates are then set at a ten percent increase of the previously charged rate, or the amount determined by the recent assessment, whichever is greater. In light of this and without being provided the lease agreement for review, Director Mendiola expressed concern that the lease agreements being proposed is for a fifteen-year term, and as such, there should be an escalation clause stipulated to be compliant with Public Law 30-19. Without objection, Mr. Beighley informed the Board that Section 5.2 of the lease agreement provides that if the Port changes the rates, then the lease agreement is automatically adjusted to reflect that rate.

Director Mendiola asked that when a lease expires, what is the next step for others that may be interested. The General Manager replied that for port properties for highest and best use, the Port issued a Notice of Areas Availability solicitation to the general public for proposals and interests in port properties. Director Mendiola commented that IP&E's current lease agreement of F-3 pier expires in five years and what is being presented before the Board is to basically forgo the remaining term and consider new lease agreements of pier F-3, adding in pier F-4 for a fifteen-year term. He wanted to ensure that there is an equal playing field for other parties that may be interested.

Referencing the lease rate structure, Port Staff Attorney stated that the Port is required to comply with what the statute of Public Law 30-19 provides, and if after a valuation of port properties that increases the rate, then the rate on the lease agreement has to reflect that. As far as procurement is concerned, Port Staff Attorney mentioned that because the rates are established by statute, there is no competition in the procurement process. Port Staff Attorney explained that the procurement requirements do not apply to leases, since the statutory rate remains fixed and therefore precludes competitive bidding.

Director Mendiola expressed reservation in that the proposed lease is to expand the current footprint of IP&E and he felt uncomfortable with what is being presented before the Board to consider. Director Mendiola noticed that the resolution indicates "to memorialize the General Manager's execution of two lease agreements...", and commented that if it's just to "memorialize", then there is no need for a Board resolution. The General Manager mentioned that the resolution being presented does not authorize the General Manager to do anything, but rather brings the matter to the Board's attention, and in doing so, brings the matter to the public's attention in the interest of transparency. Director Mendiola asked what is the Port memorializing. Director Valencia-Ovalles mentioned it appears to authorize the General Manager to enter into the lease agreements. Director Mendiola commented that is not how the resolution reads. It basically provides that the Board of Directors hereby acknowledges and memorializes that the General Manager will execute two formal lease agreements with IP&E to use certain portions of F-3 and F-4 piers for up to fifteen years. So in essence, he felt that no Board approval is necessary. Director Mendiola appreciates Management for bringing this matter before the Board; however, he has concerns and felt uncomfortable.

*[At this time, and for the record at about 4:25pm, Director Mark Mendiola was excused from the board meeting to attend a prior engagement.]*

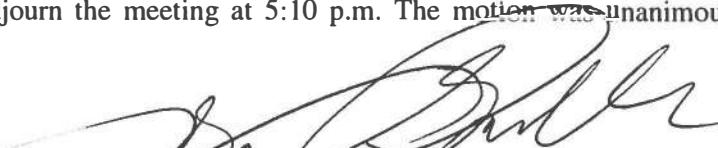
Absent Director Mark, the Chairperson asked the members present whether there are any further discussions on this matter. There being none, the motion on the floor to adopt Board Resolution No. 2025-39 was put to a vote and was unanimously approved by those present. Board Resolution No. 2025-39 as adopted, is 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.** Director Valencia-Ovalles made a motion to adopt Board Resolution No. 2025-40 relative to the Maritime Resilience and Innovation Summit, seconded by the Vice Chairperson. Motion was unanimously approved.

**3. Request for \$5K Sponsorship for Association of Pacific Ports 2026 Winter Conference, January 28-30, 2026, Honolulu, Hawaii.** As a longstanding member of the Association of Pacific Ports (APP), currently serving as the President of the APP Officers, request is being made to provide sponsorship support for the Admiral Sponsor Level in the amount of \$5,000.00 for the APP winter conference. Director Valencia-Ovalles made a motion to authorize management to sponsor the Admiral Sponsor Level in the amount of \$5,000.00 for purposes of the Association of Pacific Ports winter conference to be held on January 28-30, 2026, Honolulu, Hawaii, seconded by the Vice Chairperson. Motion was unanimously approved.

## VII. ADJOURNMENT

There being no further business to discuss, it was moved by Director Valencia-Ovalles and seconded by the Vice Chairperson to adjourn the meeting at 5:10 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





## PORT OF GUAM

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Lourdes A. Leon Guerrero

Governor of Guam

Joshua F. Tenorio

Lieutenant Governor

## General Manager's Report for Board of Directors

December 30, 2025

- 1. Port Launches F1 Pier Restoration Project.** On December 2, 2025, the Port Authority formally kicked off the Joint Region Marianas Pier Restoration Project at F1 Pier, the island's only operational fuel offloading terminal. In September the Port was 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. The kickoff reflects the leadership and support of Governor Lourdes A. Leon Guerrero, Lieutenant Governor Joshua F. Tenorio, and the Port Authority of Guam Board of Directors, who continue to stand behind the Port Strong team's efforts to modernize Guam's strategic seaport. With Golf Pier out of service after Typhoon Mawar, F1 Pier now carries the full responsibility for supplying the fuels that keep our island's civilian and military operating to ensure commerce and national defense missions.

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. This project is an investment in the safety, stability, and resilience of our island. We remain focused on protecting this essential fuel lifeline that supports every home, business, and military installation on Guam.

2. **Port Meets with Bond Finance Team.** The Port Authority of Guam met with key representatives from its Bond Finance Team on December 2, 2025, for a strategic meeting in support of ongoing capital improvement planning and financial infrastructure development.

Chief Financial Officer Jose B. Guevara III and I participated in an online meeting with representatives from the Port's key financing partners, Bank of America and Morgan Stanley, along with Government of Guam partners from the Guam Economic Development Authority (GEDA) and the Bureau of Budget and Management Research (BBMR).

This engagement with our Bond Finance Team reinforces the Port's commitment to sound financial stewardship and transparency. Our partners play an essential role in helping us deliver the capital improvements that keep our seaport modern, resilient, and ready to support the people of Guam and the defense mission.

The Port continues to execute major initiatives under its Capital Improvement Plan to modernize terminal operations, strengthen resilience, and maintain the island's only commercial seaport as a vital hub for economic activity and national security.

3. **St. John's Students Tour Port to Learn About Guam's Role in the Global Economy.** The Port Authority of Guam welcomed fourth grade students from St. John's School on December 2, 2025, for an educational tour designed to strengthen their understanding of Guam's role in the global economy and the importance of the island's only commercial seaport.

The visit began at 9 a.m. in the Port Training Room where I welcomed the students and spoke about the Port's role in supporting Guam's families and businesses. The students were also encouraged to continue learning about how goods move across the world before reaching the island.

The students received a safety briefing from Port staff before beginning their activities for the day. Presentations were delivered by Port staff representatives from the Terminal, Stevedore, and Transportation divisions, who explained how ships are processed, how cargo is handled, and how different parts of the Port work together to keep Guam supplied.

We are always excited to welcome students to the Port. Experiences like this help our next generation to better understand how important the seaport is to everyday life on Guam. Nearly everything we use arrives through our terminals, and it is valuable for students to see firsthand the work our Port Strong team does to keep our island moving.

Following the presentations, the students were guided on a supervised tour of the Port facilities where they observed vessel operations, cranes, container yards, and the equipment used to move cargo safely and efficiently. The Port Authority of Guam remains committed to community education and continues to offer opportunities for local schools to learn about Guam's supply chain, maritime workforce, and the Port's critical role in the region.

4. **PAGGMA Announces Election Results.** The Port Authority of Guam Goodwill and Morale Association (PAGGMA) has announced the results of its elections held on December 2, 2025. This year's election identified the top eight vote-getters, who will help lead PAGGMA's initiatives and support employee-focused programs throughout the agency.

Although PAGGMA has six officer positions, the two additional high vote-getters will assist with committees such as events, fundraising, and other organizational activities that help strengthen morale and teamwork across the Port.

**Election Results:**

1. Kevin Sanchez
2. Jennifer Leon Guerrero
3. Raymond Santos
4. Teresa Taitano
5. Wayne Drilon
6. Frances Candoleta
7. Jolene Camacho
8. Chris Flores

These members will work together to support PAGGMA's mission of goodwill, morale-building, collaboration, and professional development across the Port Strong family.

5. **Moody's Issues Baa2 Credit Rating for Fifth Year in a Row.** On December 4, 2025, the Port Authority of Guam received strong financial news as Moody's Investors Service reaffirmed the agency's Baa2 credit rating with a stable outlook for fiscal year 2024. The rating reflects the Port's continuing financial strength, stable revenue profile, and solid debt service coverage, further supporting its position as the island's sole commercial seaport and a critical link in Guam's supply chain. According to Moody's, the Port's rating is supported by low leverage, healthy liquidity, and stable operations, even amid typhoons and other environmental challenges. Moody's highlighted several key factors, including:

- **Very Stable Revenue Profile:** The port's credit is supported by a very stable revenue profile, which has proven resilient in recent years. Despite an effective closure of the island's tourism economy from the coronavirus pandemic and the impact of the Typhoon Mawar, the port's operating revenue between 2021 and 2024 averaged \$58 million, in-line with pre-pandemic figures.
- **Healthy Liquidity:** The port authority's liquidity position is healthy. Fiscal 2024 financials show unrestricted cash/discretionary reserves of approximately \$50 million, representing 344 days cash on hand. The port has held more than 300 days cash on hand since 2016, a trend we expect will continue at least through the outlook period.
- **Solid Debt Service:** Debt service coverage for the port is sound and expected to remain around 2x on a net revenue basis. Debt service coverage in fiscal 2024 was healthy at 3.6x, up from 3.0x in 2023, which was reflective of insurance claim proceeds.
- **Credit Strength:** The port derives credit strength from its role as the sole commercial port in Guam, handling around 90% of the territory's imported cargo, of which approximately 30% is military related. Competition from other smaller ports in Micronesia only applies to a small volume of volatile transshipment cargo. The Port of Guam is the only port in the Micronesia region that has the infrastructure and equipment required to service container vessels with a capacity of up to 4,000 TEUs (twenty-foot equivalent units).

The Moody's report further states, ""The scorecard-indicated outcome for Port Authority of Guam is A3, which is two notches above the assigned rating of Baa2. Financial metrics are based on the 3-year average for fiscal 2021-2024. The assigned Baa2 rating is constrained by the authority's exposure to weather-related events including typhoons; the linkages to the credit quality of the Government of Guam (Baa3 stable); and high customer concentration."

Governor Lou Leon Guerrero and Lieutenant Governor Josh Tenorio have provided consistent support for the Port's work to strengthen operations and financial performance. We also thank the Board of Directors for their continued encouragement and confidence in the Port team as they carry out the agency's priorities and long-term plans.

Moody's reaffirmation of our Baa2 rating is another milestone for the Port Strong family. It reflects our commitment to operational excellence, sound financial management, and strategic planning. Our team continues to execute the initiatives in our Master Plan to modernize infrastructure, strengthen resilience, and support Guam's economic growth and national security role. Moody's also noted the Port's rapid recovery and disciplined management during and after major weather events, including Typhoon Mawar, and its ability to maintain financial stability despite a small operating scale and high customer concentration. The Port Authority of Guam continues to advance major capital improvement projects, supported by bond proceeds, federal grants, and local investment, to ensure the island's only commercial seaport remains strong, efficient, and resilient for decades to come.

6. **F4 Fuel Pier Access and Competitive Safeguards.** On December 9, 2025, I issued formal written guidance to all of Guam's oil companies doing business at the Commercial Port regarding the Port Authority of Guam's approval of IP&E Guam's expansion of F3 into the F4 area. The correspondence clarified the Port's policy position, lease conditions, and oversight framework governing fuel infrastructure located on Port property.

The letter reaffirmed that IP&E's approved use of space within F4 is not exclusive and does not create a preferential arrangement. The Port imposed clear conditions to preserve equal access for all qualified petroleum operators, including the requirement that any operator seeking access to lines or related infrastructure within F4 be able to do so at fair market rates consistent with industry norms and Port policy.

To ensure transparency and prevent market concentration, the Port required IP&E to conduct regular quarterly stakeholder meetings with other fuel operators. These meetings are intended to facilitate open discussion regarding infrastructure use, operational coordination, and the terms for shared access, while ensuring that decisions affecting fuel handling infrastructure are not made in isolation.

The guidance further emphasized that future capital investments within the F4 facility must remain inclusive. Planned improvements by any operator may not interfere with or preclude other operators from participating in equivalent or shared upgrades. This approach ensures that fuel infrastructure investments on Port property continue to support the broader market rather than a single tenant.

The correspondence aligned these requirements with Board-adopted policy, specifically Resolution No. 2024-13, which affirms the Port's commitment to public accountability, competition, and avoidance of market concentration within its fuel facilities. While certain assets at F3 are privately owned, the Port expressly retained its rights and enforcement authority through lease agreements governing facilities located on government land. This action reinforced the Port's role as a neutral infrastructure steward, protecting competition, supporting Guam's fuel security, and maintaining trust across the energy sector.

7. **Port Joins Multi-Agency Strike Force Operation.** The Port Authority of Guam took part in a coordinated Multi-Agency Strike Force Operation (MASFO) on December 9th and 10th, joining federal and local partners for two days of unannounced inspections aimed at enhancing cargo safety and regulatory compliance. The operation, led by the U.S. Coast Guard, brought multiple agencies together to review containerized cargo entering the island and to ensure adherence to hazardous materials regulations and other federal requirements.

Throughout the exercise, inspection teams examined containers that were selected at random from the Port terminal yard. The reviews focused on verifying proper documentation, safe packing and labeling of hazardous goods, and compliance with the Port's operational and safety standards. Protecting the safety of our facilities, employees, and community remains one of our highest priorities. We appreciate the strong cooperation among all of the agencies that joined us for this effort, and we remain committed to meeting the highest standards of safety and regulatory compliance.

The December MASFO included participants from various regulatory agencies that included Port Authority, Guam Customs, USCG, and US Department of Agriculture. By working together, these agencies strengthened communication, reinforced regulatory oversight, and supported the safe movement of cargo across Guam's supply chain. The Port Authority of Guam remains dedicated to partnering with federal and local agencies to protect maritime operations and ensure the reliable flow of goods to the island.

8. **PAG GM and Lt. Governor Meet with MARAD Officials.** Lt. Governor Josh Tenorio and Port Authority of Guam General Manager Rory J. Respicio held meetings in Washington, D.C. on December 10, 2025 with officials from the Maritime Administration to discuss Port of Guam priorities, including modernization efforts, grant opportunities, and long-term resiliency planning.

The discussion included the Defense Community Infrastructure Program (DCIP) recent award to modernize Fuel Pier A, the potential use of a Build America, Buy America (BABA) waiver to address specialized equipment needs, and alignment on advancing shovel-ready infrastructure projects that strengthen supply chain and energy resilience. Respicio also provided updates on current capital priorities and implementation timelines, including the status of the RAISE 21 project.

MARAD officials outlined upcoming federal programs that may support Guam's long-term port modernization strategy and reaffirmed their commitment to continued partnership, while noting that all funding opportunities remain subject to a competitive award process. Participants included Bill Paape, Associate Administrator for Ports and Waterways, Peter Simons, Director of the Office of Port Infrastructure Development, and other Maritime Administration officials.

"The Port of Guam is central to our economic stability and our role in regional security," said Lt. Governor Tenorio. "Sustained federal partnership is essential to keeping our port infrastructure strong, resilient, and ready to meet the growing commercial and strategic demands placed on our island."

9. **Coral Translocation and Monitoring Kickoff Meeting.** The Port Authority of Guam Kickoff Meeting was held via MS Teams on December 16, 2025, to initiate coordination among PAG, WSP, and Colony Surface Area (CSA) Ocean Sciences for the coral translocation and monitoring efforts associated with the Wharves F2-F6

Service Life Extension Program. WSP, Port Consultant, provided an overview of the project background, noting that modernization of Wharves F2–F3 requires the relocation and monitoring of 20 coral colonies, of which 13 were identified as suitable for translocation based on the 2024 biological survey, with no Endangered Species Act (ESA)-listed species present. CSA outlined the coral translocation scope of work, including site selection surveys, coral relocation, baseline monitoring, and long-term monitoring with defined deliverables at each stage.

This task order incorporates the preparation and coordination of the Guam Department of Agriculture coral relocation permit, ensuring permitting efforts are fully integrated with the overall translocation and monitoring activities. WSP reviewed the project schedule, emphasizing that completion of the Environmental Assessment and issuance of a FONSI by MARAD, followed by a 30-day public review period, is required prior to translocation; it was agreed to proceed with site selection work in parallel with permitting. Operational coordination was discussed, with the Harbor Master designated as the point of contact for vessel movements and a two-to-three-week advance notice requirement established, and no known future projects were identified that would impact the relocation area.

**10. Port Participates in the 4th Annual Governor's Holiday Light Festival.** The Port Authority of Guam joined the island community in celebrating the 4th Annual Governor's Holiday Light Festival, Christmas in Paradise, held on Wednesday, December 17, 2025, at Skinner Plaza in Hagatna. The event, hosted from 7 pm to 9 pm, brought families together to enjoy festive displays, holiday music, and the lighting of Christmas decorations that welcomed the start of the season.

The Port's Facilities team played a major role in preparing the Port's contribution to the festival. The team completed the assembly of the Port's decorated trailer, which featured holiday lights and festive artwork representing the Port Strong spirit. Employees volunteered their time to distribute candies to children and families throughout the evening, helping create a warm and cheerful atmosphere for all who attended.

The Holiday Light Festival continues to be an opportunity for the Port to engage with the community and share the holiday spirit while showcasing the teamwork and goodwill of its employees. The Port remains committed to participating in positive community events that bring joy and connection during the holiday season.

**11. Port Hosts Coordination Meeting on Agat Marina Maintenance Dredging Project.**

The Port Authority of Guam hosted a coordination meeting on December 17, 2025 with the U.S. Army Corps of Engineers (USACE) to prepare for the upcoming maintenance dredging project at the Agat Marina. The marina, constructed in 1989, has not undergone maintenance dredging since its original completion, prompting the need for renewed action to restore safe navigation depths.

The meeting, held at the Port Command Center Conference Room, brought together Port staff and USACE representatives to review project details, environmental considerations, and operational requirements. USACE Project Manager Mike Terlaje provided an overview of survey findings and planning updates to ensure that all Port divisions are informed and aligned as preparations move forward. The project aims to remove approximately 8,000 cubic yards of sediment from the channel system, addressing navigability and hydraulic flow concerns. It will include the complete maintenance dredging of Agat Harbor in full compliance with environmental standards, while training Seabees in dredging operations and logistics, prepositioning stock for future missions, and collecting operational data to support long-term capability development.

This project strengthens the long-term safety and functionality of Agat Marina, and this meeting ensures our teams are fully informed on the technical and environmental requirements. We appreciate the partnership with the Army Corps and will continue working closely with them as the project progresses.

**12. Blessing Ceremony Marks Milestone in Glass Breakwater Restoration Project.** The

Port Authority of Guam joined federal, local, and industry partners on December 19, 2025 for a blessing ceremony recognizing progress on the Glass Breakwater Restoration Project, a major effort to restore one of Guam's most critical maritime infrastructure assets and strengthen the protection of Apra Harbor.

The ceremony marked an important milestone in the ongoing repairs to the Glass Breakwater, a structure originally constructed in the 1940s by the U.S. Navy Seabees. The breakwater serves as a vital barrier shielding the Port and Apra Harbor from strong waves and storm surges, supporting both commercial shipping and military operations.

The Glass Breakwater sustained significant damage during Typhoon Mawar in 2023, prompting the U.S. Army Corps of Engineers to classify the structure as failed. In response, Naval Facilities Engineering Systems Command Marianas initiated emergency repairs ahead of schedule in March 2025, demonstrating the urgency and importance of restoring the breakwater's protective function.

Governor Lou Leon Guerrero and Lieutenant Governor Josh Tenorio previously toured the project site in August 2025 alongside myself, members of the Port's Board of Directors, representatives from Black Construction, and Piti Mayor Jesse Alig. Their visit underscored the significance of the project to Guam's economy, public safety, and regional security.

This ceremony represents more than construction progress. It reflects strong collaboration among federal partners, the Port Authority of Guam, and the construction team to protect Apra Harbor and ensure the uninterrupted flow of goods that our island depends on every day.

To support the restoration work, Black Construction has leased several Port-owned properties, including Hotel Wharf, to stage and execute project activities. 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 support the timely advancement of the repairs. This partnership highlights the Port's role not only as Guam's commercial gateway but also as a landlord supporting strategic infrastructure projects that benefit the entire island.

**13. General Manager's Notes for YTD Finances.** We are providing the following summary for November 30, 2025:

**REVENUES AND CARGO THROUGHPUT:**

- The Port's total operating revenue as of November 30, 2025 is \$10.3 million, which is 4.9% or \$536K lower than the November's revenue budget of \$10.9 million as of November 2025 but higher by 11% or \$1.0 million than last year's November revenues of \$9.3 million.
- The total number of containers handled as of November (2 months) is 14,712, which is higher by 6.4% or 882 containers compared to last year's YTD total of 13,830 containers. The total for non-containerized (breakbulk) cargo as of

November is 39,661 revenue tons, which is 19.3% or 6,406 revenue tons higher than last year's November numbers at 33,255.

#### **OPERATING EXPENSES:**

- The total operating expenses as of November 30, 2025 is \$9.9 million, which is 6%, or \$630K lower than the November FY26 budget of \$10.6 million.

#### **OVERTIME EXPENSE AND DIRECT LABOR REVENUE:**

- Overtime for all the divisions as of November (2nd month of FY 2026) is \$288 K, which is 2%, or \$4K lower than the FY26 overtime budget of \$284K.
- The total Direct Labor revenue as of November is \$743 K, 11%, or \$90K lower than the FY26 budget of \$833 K but 10% or \$70K higher than last year's November total of \$674K.

#### **YTD OPERATING REVENUES MINUS YTD EXPENSES:**

- Operating results (Operating revenues minus operating expenses) for November showed an operating Income of \$385K. The Port ended with a net income of \$358 K after deducting the net of Other Income/Expenses of \$27 K.

#### **YTD DEBT SERVICE COVERAGE RATIO (DSCR) STATUS:**

- Based on the November numbers, the DSCR calculation is at 1.44, which is above by 0.19 or 15% as compared to the 1.25 ratio requirement of the 2018 bond indenture agreement.

#### **14. Status of Ongoing Awarded Grant Activities and Updates on Planned Grant Acquisitions.**

- **U.S. Economic Development Administration (EDA) Fuel Pipeline Connectivity Project.** *Update:* Planning is looking at the possibility to submit grant applications to EDA's FY 2025 Disaster Supplemental Industry Transformation Path for the following projects:
  1. Supplemental funding for the construction of the Fuel Pipeline Connectivity
  2. Golf Pier repair to address Typhoon Mawar damages

EDA funded AE design is 100% complete. Remaining funds in the amount of over \$2.0 Million is recommended for reprogramming for the following proposed projects:

1. AE Design for a 4th pipeline for LPG capability
2. Golf Pier Environmental Assessment
3. Dredging Feasibility Study

- **MARAD Marine Highway Program.**  
*Update:* Planning is awaiting MARAD notification of the reprogramming of remaining Marine Highway funds for the purchase of two 20-ton forklifts and two utility trucks.
- **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:* Ongoing consultation with federal and local regulatory agencies. Anticipated EA draft to be completed in later January or early February. Grant Agreement currently being revised.

Kick off meeting attended by WSP, DCA Associates and Port staff for the Coral Relocation Project completed. Consultants have determined that several coral species require relocation as part of the Port's mitigation effort.

- **Office of Insular Affairs Maintenance Assistance Program (MAP).**
  - **Port Welding Shop Phase 1 & 2 Project.** Work commenced on January 22, 2025. *Update* - Welding Shop project ongoing. Spall repair is 100% complete, roof coating is 85% complete, and new light fixtures have been installed. Electrical work is ongoing with pending work on the installation of roll up doors.

- **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.

***Update*** - Hawthorne completed genset inspections and continues to work with Facility Maintenance to ensure maintenance service is executed on a consistent basis.

- **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 submitted its Quality Assurance Project Plan (QAPP) to US EPA Region 9 for review and concurrence. The Port is currently awaiting approval notification so the Port can move forward with Subtask 16.2 - Greenhouse Gas Emission Inventory activity.

A Request For Information (RFI) has been developed and approved by General Manager Respicio that called for PAG Consultant's collaboration with the PUGG to gather information and input from members to ensure that Scope 3 emissions data is captured accurately in the development of the GHG emission inventory

- **New Subaward Opportunity November 2025– Guam Department of Agriculture (DOAG) Sport Fish Restoration Program (Gregorio D. Perez Marina Dock A, Hagåtña).** Several Memorandum of Agreements (MOA) for various projects are enroute for review and approval by the Office of the Attorney General of Guam and the Honorable Governor of Guam, as follows:
  - **New Subaward Opportunity – DOAG Sport Fish Restoration Program (Repair of the Merizo Boat Ramp).** Guam DOAG-DAWR awarded PAG \$52,000 in federal funds under Award No. F21AF03996-03 to support the repair of the Merizo Boat Ramp.

- **New Subaward Opportunity – DOAG Sport Fish Restoration Program (Maintenance and Structural Assessment of Malessos Pier).** Guam DOAG-DAWR awarded PAG \$150,000 in federal funds under Award No. F16AF01012-09 to support the maintenance and structural assessment of Malessos Pier.
- **New Subaward Opportunity – DOAG Sportfishing and Boating Safety Program (Guam Harbor of Refuge Gangway and Courtesy Dock Pre-Construction).** Guam DOAG-DAWR awarded PAG \$300,000 in federal funds under Award No. F24AP02794-00 to support pre-construction activities for a gangway and courtesy dock at the Guam Harbor of Refuge.
- **New Subaward Opportunity – DOAG Sport Fish Restoration Fund (Agat Marina Southern Walkway Repairs).** Guam DOAG-DAWR awarded PAG \$120,000 in federal funds under Award No. F23AF03463-02 to support repairs to the Agat Marina Southern Walkway.
- **New Subaward Opportunity – DOAG Clean Vessel Act Program (Pumpout Service Assessment for Recreational Boats).** Guam DOAG-DAWR awarded PAG \$375,000 in federal funds under Award No. F24AP01747-01 to assess pumpout service needs at the Agat Small Boat Marina, the Harbor of Refuge, and the Gregorio D. Perez Marina for recreational boats.
- **2025 Department of Defense Office of Local Defense Community Cooperation (OLDCC) Defense Community Infrastructure Program (DCIP) – JRM Joint Region Marianas Pier Infrastructure Restoration DCIP FY25.** 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 Port will be submitting its initial Quarterly Progress Report on or before December 30, 2025. Initial coordination meeting between the Port, the Governor's CDLO, and JRM's John Salas is scheduled for January 8<sup>th</sup> to discuss the project's NEPA requirements. The goal of the Port, with the support of the CDLO is to seek a Categorical Exclusion for the F1 Pier repair.

- **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 Quo*** – 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*** – Accounts have been established with PAG Finance for all awarded projects. Documentation for the required Environmental and Historic Preservation (EHP) review will be compiled for submission to FEMA. On Dec. 23, 2025, FEMA Program Manager advised that additional guidance will be provided regarding the following term and condition: Funding Hold: Detailed Cost Breakdown and Justification. Planning is awaiting further instruction from FEMA before proceeding with next steps.

15. **Port Revenue Bonds Project Status.** As of December 22, 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 December 22, 2025

Bond Project	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT I RFB/RFP/PO Number	Status
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: \$2,056,621.37   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	\$4,450,498.92	\$1,549,501.08	RFP No. 2019-03 - A&E Design awarded to NC Macario PO No. 20723-05 for \$4,837,723.48 BME & Sons Inc. (Outstanding balance to be drawn down from the New Administration Building)	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 further notice from vendor due to issues with the manufacturer.
EQMR Building Repairs and Upgrades	\$3,628,800.00	\$3,527,583.53	\$101,216.47	PO No. 1800705 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: All inspections are complete and the project is currently pending final closeout documents (e.g. as-builts and certificate of warranty).
Warehouse 1 Repairs	\$2,000,000.00	\$794,596.50	\$1,205,403.50	RFP No. 2019-03: A&E Design for \$1,406,427.48 awarded to NC Macario	The Construction I FB was published on November 25, 2024. The bid opening was held on February 5, 2025.  UPDATE: Chipping and saw cutting exterior concrete spalling is complete and small repair is at 30%. Electrical demolition is 45% complete and construction joint removal and cleaning in preparation for repairs is ongoing.
Other Priority Projects	\$4,980,745.00	\$406,597.09	\$4,574,147.91	See status	1. Please refer to MARAD RA&E - Wharves Service Life Extension Hardening of Wharves F2-F6 for more information on the Port Grant/Bond Monthly Update.  2. The TOS Upgrade scope of services is under Procurement and Legal review.  UPDATE: Status Quo
Other Priority Projects	\$2,500,000.00	\$2,497,129.55	\$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 MOA with GWA. The PAG's RFP for DXE is still ongoing. Status Quo.
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
<b>Grand Total</b>	<b>\$77,885,440.00</b>	<b>\$13,789,617.48</b>	<b>\$64,097,222.52</b>		

**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. 2025-41****RELATIVE TO ESTABLISHING A NOTICE OF AREA AVAILABILITY PROCESS FOR ALL NEW LEASES, PERMITS, LICENSES, AND PROPERTY USE ARRANGEMENTS AND FOR CLARIFYING AND INSTITUTIONALIZING THE ADMINISTRATIVE STEPS FOR AGREEMENTS THAT EXCEED YEARLY AND A MONTH-TO-MONTH TERM.****BE IT RESOLVED BY BOARD OF DIRECTORS OF THE JOSE D. LEON GUERRERO COMMERCIAL PORT:**

**WHEREAS**, *I Liheslaturan Guahan*, through its enactment of Public Law 13-87, created the Port Authority of Guam as a public corporation and autonomous instrumentality with responsibility over Port assets and facilities as provided in Title 12 of the Guam Code Annotated; and

**WHEREAS**, the Board of Directors holds overarching authority under the Port's enabling statutes for the leasing and use of real property within the Port's jurisdiction; and

**WHEREAS**, the administrative practice of issuing yearly and month-to-month leases, permits, licenses, and other short-term property use arrangements has long been in place at the Port Authority of Guam and did not begin with the incumbent General Manager, and this Resolution seeks to formalize and institutionalize the reform measures and process improvements contained herein to ensure consistency, transparency, and continuity for future administrations; and

**WHEREAS**, the Board of Directors acknowledges that its oversight role allows the General Manager to carry out administrative functions through standing delegation, and that the long-standing practice of issuing yearly and month-to-month agreements is an operational responsibility exercised by successive administrations, which this Resolution now formalizes to ensure clarity and continuity in the Port's governance structure; and

**WHEREAS**, the General Manager has submitted this Resolution for the Board's consideration to establish a standardized process that ensures public notice, transparency, and orderly administration of all new leases, permits, licenses, and property use arrangements involving Port property; and

**WHEREAS**, the Board of Directors finds it beneficial to implement a clear and uniform process that provides open public notice and consistent opportunities for interested parties to express interest in the use of Port property; and

**WHEREAS**, Public Law 38-1 authorizes public agencies, including the Port Authority of Guam, to enter into commercial leases for terms of up to fifteen years without legislative approval when statutory requirements are met, and the Port seeks to align its internal processes with this authority; and

**WHEREAS**, the Port Authority of Guam desires to establish a Notice of Area Availability process to announce the availability of Port property for potential use and to invite expressions of interest from the public in an open, transparent, and fair manner;

**NOW, THEREFORE, BE IT RESOLVED**, that the Port Authority of Guam establishes a Notice of Area Availability process for all new leases, permits, licenses, and any other property use arrangements involving Port property; and

**BE IT FURTHER RESOLVED**, that all such arrangements shall begin with the issuance of a Notice of Area Availability that identifies the property, describes the proposed use, and provides a period of time for interested parties to submit expressions of interest; and

**BE IT FURTHER RESOLVED**, that the Board of Directors affirms the long-standing administrative practice of issuing yearly and month-to-month leases, permits, licenses, and other short-term property use arrangements, and adopts the process improvements contained in this Resolution to ensure the continuity and institutionalization of these procedures for future administrations; and

**BE IT FURTHER RESOLVED**, that upon completion of the Notice of Area Availability process, the General Manager may execute any leases, permits, licenses, and similar property use arrangements of Port property not to exceed a one-year term as part of established operational practice and without further action by the Board of Directors; and

**BE IT FURTHER RESOLVED**, that any proposed agreement that exceeds a month-to-month term shall follow a structured process that includes evaluation of submissions, an operational review, and preparation of the proposed agreement by the General Manager; and

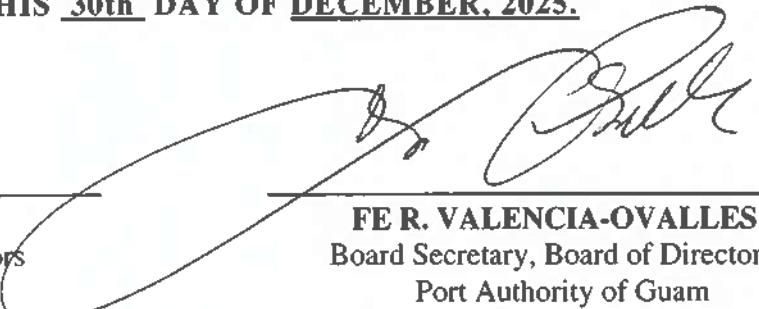
**BE IT FURTHER RESOLVED**, that any agreement exceeding a one-year term, shall be presented to the Board of Directors through the structured process established in this Resolution, and execution shall occur only after the adoption of a Board resolution memorializing completion of the required process by the General Manager, consistent with the Board's standing delegation and without creating any implication of Board negotiation or approval of rates, charges, or other conditions set by statute or tariff; and

**BE IT FURTHER RESOLVED**, that nothing in this Resolution alters the statutory requirement that any agreement exceeding fifteen years shall be submitted to *I Liheslaturan Guahan* in accordance with 5 GCA 5127; and

**BE IT FURTHER RESOLVED**, that the Chairperson certify to, and the Secretary attest to, the adoption hereof, and that copies be transmitted to the Governor of Guam, Lieutenant Governor of Guam, Port's Legislative Oversight Chairperson, Port General Manager, Port Deputy General Managers, Port Commercial Division, and other appropriate parties for guidance and implementation.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF  
DIRECTORS THIS 30th DAY OF DECEMBER, 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.C. Mendiola, Board Member*

**Resolution No. 2025-42****RELATIVE TO ACKNOWLEDGING THE GUAM PUBLIC UTILITIES COMMISSION CONSULTANT'S RECOMMENDATION IN PORT DOCKET 25-03 AND AUTHORIZING MANAGEMENT TO CONDUCT A FULL TARIFF REVIEW WITHIN TWELVE (12) MONTHS.****BE IT RESOLVED BY BOARD OF DIRECTORS OF THE JOSE D. LEON GUERRERO COMMERCIAL PORT:**

**WHEREAS**, the Port Authority of Guam (“PAG”) operates as Guam’s sole commercial seaport and primary gateway for the movement of goods essential to the island’s economy, public welfare, and regional and military readiness; and

**WHEREAS**, pursuant to Public Law 30-52, PAG submitted a tariff petition to the Guam Public Utilities Commission (“PUC”) under Port Docket 25-03, requesting approval of targeted tariff adjustments to align labor and equipment charge-out rates with actual operational costs; and

**WHEREAS**, the PUC’s appointed consultant, Aslan Consulting, LLC, conducted an independent investigation of PAG’s tariff petition and issued a Final Report of Investigation to the Commission in connection with Port Docket 25-03; and

**WHEREAS**, the Consultant concluded that PAG’s proposed tariff adjustments are “just and reasonable”, supported by cost-based analysis, prevailing labor benchmarks, inflationary pressures, and comparative port practices; and

**WHEREAS**, the Consultant further found that PAG has experienced sustained increases in labor, benefits, equipment maintenance, insurance, utilities, and overhead costs since the last tariff adjustment in 2020, while operating revenues have been pressured by reduced cargo throughput; and

**WHEREAS**, by Resolution No. 2025-09, adopted on February 26, 2025, the Board of Directors memorialized a structured revenue methodology intended to ensure continued revenue sustainability, including the use of inflationary benchmarks identified in prior Public Utilities Commission proceedings to maintain alignment between tariff rates and the cost of services provided by the Port Authority of Guam; and

**WHEREAS**, Resolution No. 2025-09 further request the use of Consumer Price Index thresholds as a basis for measured tariff adjustments, consistent with prior Public Utilities Commission guidance, while preserving Commission oversight of the tariff structure; and

**WHEREAS**, following the adoption of Resolution No. 2025-09 and in connection with Port Docket 25-03, the Guam Public Utilities Commission’s consultant advised the Port Authority of Guam that the existing tariff request may be modified to include an annual automatic rate adjustment applicable solely to the labor category costs covered in the original tariff request and to equipment capital maintenance costs, consistent with the Board’s previously adopted methodology; and

**WHEREAS**, the Guam Public Utilities Commission’s consultant proposed specific implementing language for such an annual adjustment, recommending that the proposed annual rate increase be the higher of four percent or the increase in the Consumer Price Index for the most recent twelve-month period for the Guam Area, as determined by the United States Department of Commerce, US Department of Labor’s Bureau of Labor Statistics, subject to approval by the Commission; and

**WHEREAS**, the Port Authority of Guam and its Board of Directors note that the revenue pressures described above are evaluated relative to prior assumptions, and that the labor cost increases identified by the PUC Consultant reflect wage, benefit, and contractual cost pressures rather than increases in staffing levels, occurring while overall personnel levels have generally remained consistent and PAG has continued to operate within the monthly allotment established by its trustee following the issuance of the 2018 Revenue Bonds; and

**WHEREAS**, the Consultant’s report confirms that the tariff review triggers previously identified in PUC Docket 17-01 have been met, specifically:

1. The Guam Consumer Price Index (CPI) exceeding four percent (4%) per annum; and
2. Cargo throughput falling below projected levels by more than five percent (5%); and

WHEREAS, actual container throughput has averaged approximately 85,000 containers annually, materially below the forecasted level of approximately 105,000 containers, resulting in revenue shortfalls despite PAG maintaining full operational capacity and a stable workforce; and

WHEREAS, based on higher-than-planned inflation and revenues impacts resulting from reduced cargo throughput, the Consultant recommended that PAG execute a full tariff review within the next twelve (12) months to ensure long-term financial sustainability and appropriate cost-revenue alignment; and

WHEREAS, PAG management and the Board concur with the Consultant's recommendation and recognizes that a comprehensive tariff review is necessary to reassess cost recovery, address structural revenue risks, and support capital reinvestment and maintenance obligations; and

WHEREAS, the Board of Directors further finds that authorizing a full tariff review is consistent with its fiduciary responsibility to ensure the Port's financial stability, operational resilience, and continued ability to serve as Guam's economic and strategic lifeline;

**NOW, THEREFORE, BE IT RESOLVED THAT:**

1. The Board of Directors hereby acknowledges and accepts the recommendation of the Guam Public Utilities Commission's Consultant, Aslan Consulting, LLC, as set forth in its Final Report for Port Docket 25-03, specifically the recommendation that the Port Authority of Guam conduct a full tariff review within twelve (12) months.
2. The Board authorizes the General Manager to initiate and execute a comprehensive tariff review within twelve (12) months, inclusive of funding authorization if such are to come from Port funds, consistent with the Consultant's recommendation, to evaluate and, if appropriate, update PAG's tariff structure based on actual costs, inflationary trends, cargo throughput performance, and capital and maintenance requirements.
3. The tariff review shall include, at a minimum:
  - A comprehensive cost-of-service analysis for labor, equipment, and overhead;
  - Review of historical and projected container throughput and revenue sensitivity;
  - Evaluation of tariff simplification measures and automatic adjustment mechanisms; and
  - Stakeholder outreach and coordination consistent with Public Utilities Commission requirements.
4. The General Manager is authorized to engage consultants, coordinate with the Guam Public Utilities Commission, and take all necessary administrative actions to complete the tariff review and, upon completion, present the results and any recommended actions to the Board of Directors for consideration and potential submission to the PUC; and

**BE IT FURTHER RESOLVED**, that the Board of Directors authorizes the General Manager to incorporate the Guam Public Utilities Commission consultant's proposed annual rate adjustment language into the tariff request in connection with Port Docket 25-03, providing that the proposed annual rate increase shall be the higher of four percent or the increase in the Consumer Price Index for the most recent twelve-month period for the Guam Area, as determined by the United States Department of Commerce, Bureau of Labor Statistics, applicable solely to the labor category costs covered in the original tariff request and to equipment capital maintenance costs, and subject to approval by the Guam Public Utilities Commission.

**BE IT FURTHER RESOLVED**, the Chairperson certify to, and the Secretary attest to, the adoption of this Resolution, and that copies thereof be transmitted to the Guam Public Utilities Commission and other appropriate oversight entities.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF  
DIRECTORS THIS 30th DAY OF DECEMBER, 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.C. Mendiola, Board Member*

**Resolution No. 2025-43****RELATIVE TO SUPPORTING THE PORT AUTHORITY OF GUAM IN HOSTING THE 112th ANNUAL CONFERENCE OF THE ASSOCIATION OF PACIFIC PORTS, GUAM, AUGUST 2026.****BE IT RESOLVED BY BOARD OF DIRECTORS OF THE JOSE D. LEON GUERRERO COMMERCIAL PORT:**

**WHEREAS**, the Association of Pacific Ports (APP) is a long-standing regional organization established to foster cooperation and collaboration among ports throughout the Pacific region by strengthening relationships, promoting effective port governance, advancing operational efficiency, and encouraging the exchange of best practices among port authorities and maritime stakeholders; and

**WHEREAS**, APP serves as a professional forum for port leaders, commissioners, executives, and industry partners to share knowledge, address common challenges, and discuss emerging issues affecting ports, maritime commerce, supply chain resilience, safety, security, and sustainability across the Pacific; and

**WHEREAS**, APP convenes an Annual Conference each August, which is the Association's primary platform for professional development, peer engagement, and strategic dialogue, bringing together representatives from member ports, associate members, and reciprocal organizations to advance shared regional objectives; and

**WHEREAS**, the Port Authority of Guam is an active Port Member of the Association of Pacific Ports and has consistently supported APP's mission through participation, leadership, and regional engagement; and

**WHEREAS**, Vice Chair Conchita Taitano, a member of the Board of Directors of the Port Authority of Guam, currently serves as President of the Association of Pacific Ports, reflecting Guam's leadership role within the Pacific port community and its commitment to regional collaboration; and

**WHEREAS**, the Association of Pacific Ports is currently comprised of 34 Port Members, 37 Associate Members, and 6 Reciprocal Members, representing a diverse network of public port authorities, industry partners, and allied maritime organizations across the Pacific region; and

**WHEREAS**, the Port Authority of Guam has been selected to host the 112th Annual Conference of the Association of Pacific Ports in Guam in August 2026, providing an opportunity to convene Pacific port leadership in Guam and to highlight the island's strategic role in maritime trade, logistics, regional connectivity, and economic development; and

**WHEREAS**, the 112th Annual Conference of the Association of Pacific Ports is intended to provide a substantive professional forum for discussion of matters of shared importance to Pacific ports, which may include, but are not limited to, supply chain resilience, port readiness and emergency response, national security considerations, Clean Ports initiatives, climate adaptation, and infrastructure resilience; and

**WHEREAS**, additional conference topics may include port governance and financial discipline, workforce development and leadership continuity, public and private sector coordination, port technology and modernization, and regional cooperation among Pacific ports and maritime stakeholders; and

**WHEREAS**, the Association of Terminal Operators, Stevedoring and Shipping Companies of Micronesia (ATOSSCOM) represents terminal operators, stevedores, shipping companies, and maritime service providers, and its participation in the APP Annual Conference will strengthen public-private coordination, improve dialogue on operational challenges, and support more integrated solutions that enhance port efficiency and regional supply chain reliability; and

**WHEREAS**, the Port Authority of Guam Management Association represents management-level professionals within the Port Authority of Guam and has an established record of engagement with public and private sector partners; and encouraging its assistance in outreach and solicitation efforts will support broader participation and sponsorship for the APP Annual Conference from local, regional, and national corporate citizens; and

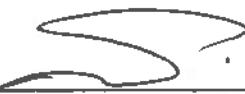
**WHEREAS**, hosting the 112th Annual Conference will strengthen professional relationships, expand regional cooperation, and reinforce Guam's position as a key gateway and convening point for Pacific maritime and port leadership;

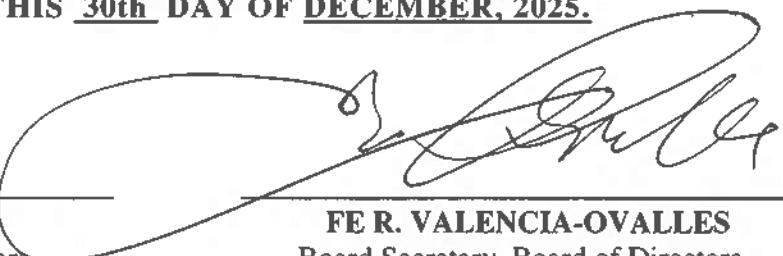
**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Port Authority of Guam:

1. Supports and endorses the Port Authority of Guam's hosting of the 112th Annual Conference of the Association of Pacific Ports in Guam in August 2026.
2. Recognizes the value of the APP Annual Conference in advancing collaboration, professional exchange, and shared problem-solving among Pacific ports.
3. Acknowledges the leadership of Vice Chair Conchita Taitano in her role as President of the Association of Pacific Ports.
4. Encourages participation by members of ATOSSCOM, recognizing the benefit of engaging terminal operators, stevedores, and shipping companies alongside port authorities to strengthen public-private coordination and operational outcomes.
5. Directs that the General Manager shall present to the Board of Directors any proposed sponsorships or financial contributions from the Port Authority of Guam related to the hosting of the 112th Annual Conference for Board review and approval prior to commitment of Port resources.
6. Encourages the Port Authority of Guam Management Association to assist, as appropriate, in outreach and solicitation efforts to local, regional, and national corporate citizens in support of the 112th Annual Conference of the Association of Pacific Ports; and

**BE IT FURTHER RESOLVED**, the Chairperson certify to, and the Secretary attest to, the adoption of this Resolution, and that copies thereof be transmitted to the Association of Pacific Ports, ATOSSCOM leadership, and the Port Authority of Guam Management Association, and entered into the official records of the Port Authority of Guam.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF  
DIRECTORS THIS 30th DAY OF DECEMBER, 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





## PORT OF GUAM

ATURIDAT / PUETTON GUAHAN

Jose D. Leon Guerrero Commercial Port

1026 Cabras Highway, Suite 201, Piti, Guam 96915

Telephone: 671-477-5931/35 Facsimile: 671-477-2689/4445

Website: [www.portguam.com](http://www.portguam.com)



Lourdes A. Leon Guerrero

Governor of Guam

Joshua F. Tenorio

Lieutenant Governor

December 17, 2025

### MEMORANDUM

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

From: Rory J. Respicio, General Manager *RJ Respicio*

Subject: Look Ahead 2026, Strategic Direction and Evolution of Port Priorities

*Buenas yan Håfa Adai.*

We respectfully submit this initial Look Ahead 2026 memorandum for the Board's consideration and discussion. This memorandum is intended to support the Board's review and discussion of a companion resolution formally adopting the Look Ahead 2026 objectives. Look Ahead 2026 represents a clear evolution from the Port Authority of Guam's 2024 and 2025 Look Ahead documents and reflects the organization's transition from recovery and reform to sustained execution, operational durability, and long-term readiness.

The 2024 Look Ahead established a strategic framework aligned with the vision of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio under the One Guam approach to the military buildup, with a strong emphasis on national security, infrastructure readiness, succession planning, workforce resilience, operational efficiency, and financial accountability. The 2025 Look Ahead sharpened those priorities, focusing on institutionalizing reforms, stabilizing finances, strengthening governance, enhancing maintenance and equipment reliability, executing sustainability and environmental initiatives, continuing advocacy on national readiness and federal collaboration, and preparing the organization for large-scale modernization.

Look Ahead 2026 builds on a strong and deliberate foundation. The Port of Guam enters 2026 not in a reset phase, but with sustained momentum, having moved beyond crisis management, fiscal stabilization, and reform into a period focused on execution and delivery. Core systems have been strengthened, accountability embedded across operations, and governance practices matured to support disciplined decision making.

With this foundation in place, the Port is positioned to advance major capital projects that modernize critical infrastructure, improve operational resilience, and ensure reliable and uninterrupted supply chains supporting both civilian commerce and national defense requirements. These investments directly reinforce Guam's role as a strategic maritime gateway in the Indo-Pacific region.



The focus for 2026 continues the One Guam approach by translating strategic direction into measurable outcomes. This includes executing federally funded mitigation and resilience projects, expanding capacity to meet evolving security and commercial demands, and ensuring that every investment aligns with sustainability objectives, workforce readiness, and long-term financial stewardship. The Port's progress demonstrates a commitment to both national objectives and local priorities, underscoring its role as Guam's economic engine and community anchor.

### **Strategic Evolution of the Port Authority of Guam, 2019–2026**

- **2019 marked the beginning of stabilization and a reset.** With the direction and oversight of the Board and management, the Port focused on strengthening governance, reestablishing fiscal controls, addressing longstanding procedural gaps, and reinforcing institutional credibility.

Immediate priorities included audit remediation, procurement discipline, ensuring billing consistency with the approved tariff, clarifying management authority, initiating the update of the Port's Master Plan, laying the groundwork for the eventual restoration of procurement delegation following a fourteen-year lapse, and establishing the foundation for budget reform initiatives, including zero-based and performance-based budgeting.

- **2020 required crisis management and continuity.** With continued coordination between the Board and management, the Port remained fully operational throughout the COVID-19 pandemic, sustaining uninterrupted cargo and vessel operations while maintaining supply chain reliability for Guam. Financial controls, workforce safety, and operational resilience were tested under unprecedented conditions, reinforcing the importance of discipline, adaptability, and steady governance.
- **2021 emphasized recovery and structural correction.** The Board and management worked to address deferred maintenance, correct legacy personnel and classification issues, strengthen procurement and human resources controls, and continue laying the groundwork for modernization while managing ongoing pandemic impacts. During this period, the Port transitioned to the EnterpriseOne financial management system, strengthening financial reporting, internal controls, and enterprise-wide accountability.
- **2022 focused on rebuilding capacity and restoring confidence.** Continued clean audits, improved financial transparency, and strengthened internal controls, achieved through Board oversight and management execution, allowed the Port to shift from defensive management to forward planning. During this period, the Port initiated operational and administrative reforms across divisions, including the Commercial Division, to strengthen tariff application, billing accuracy, lease administration, and revenue integrity, while reinvesting in critical yard equipment and operational assets using a combination of Port funds and federal support, including awards through the Maritime Administration's Marine Highway Program and the U.S. Environmental Protection Agency's Diesel Emissions Reduction Act program.

- **2023 centered on strategic alignment and readiness, building on reforms initiated in prior years.** The Board and management advanced the Port's Master Plan, aligned priorities with the Governor and Lt. Governor's One Guam Strategic Framework, and positioned the Port within national security and Indo-Pacific readiness discussions. During this period, cross-divisional coordination was strengthened, including within the Commercial Division, to improve lease compliance, tariff consistency, billing coordination with Finance, and data alignment across operational and financial systems, supporting improved audit outcomes, financial credibility, and operational readiness.
- **2024 continued to center on recovery, alignment, and framework development amid external pressures, including the military buildup, pandemic aftereffects, and typhoon recovery.** During this period, the Board and management advanced federal coordination efforts that resulted in the award of grant funding to support sustainability, emissions reduction, and infrastructure planning initiatives, including funding under the U.S. Environmental Protection Agency's Clean Ports Program, positioning the Port to transition sustainability and emissions reduction initiatives from planning into implementation. These efforts aligned Port modernization priorities with federal climate, resilience, and national security objectives while reinforcing financial accountability and grant compliance readiness.
- **2025 emphasized institutionalizing reforms, reinforcing financial discipline, strengthening compliance systems, and preparing for execution.** During this period, the Board and management advanced a formal tariff adjustment petition before the Guam Public Utilities Commission to normalize the consistent application of approved tariff provisions and address structural instances of underbilling and labor cost recovery gaps. This action reflected a commitment to transparency, regulatory compliance, stakeholder engagement, and the long-term financial sustainability of Port operations while preserving predictability for Port users.

In parallel, the Board approved bond borrowing authority to support critical infrastructure modernization and federal matching requirements, advanced implementation planning for federally awarded grants including the U.S. Environmental Protection Agency's Clean Ports Program, and secured additional federal investment for the F1 Fuel Pier Repair project through DOD's Office of Local Defense Community Cooperation (OLDCC) Defense Community Infrastructure Program (DCIP). These actions strengthened the Port's energy resilience, fuel security, national defense readiness, and capital execution capacity while maintaining financial stability and governance integrity.

In 2025, the Port also marked its 50th anniversary through Port Week celebrations under the theme "Port Strong: 50 Years of Grit, Resilience, and Service Fueling Local and Regional Economies, Partnerships, and National Security," culminating in the Maritime Resilience and Innovation Summit. These events honored and recognized the contributions of all Port employees, past and present, whose dedication and service built the institution and sustained its operations through decades of change and challenge. The celebrations

reinforced the Port's role as a cornerstone of commerce, energy resilience, and national security in the Indo-Pacific, while highlighting the workforce, partnerships, and institutional reforms that underpin the Port's transition from recovery to sustained execution.

- **2026 shifts decisively toward delivery, risk management, and durability.** The priority is not planning more, but executing well. With continued alignment between the Board and management, major capital projects move into active delivery while the Port maintains uninterrupted operations, safeguards financial discipline, strengthens workforce continuity, and ensures that systems built over the past seven years endure beyond individuals.

This evolution reflects the Port's maturity and readiness to move from stabilization to sustained performance, grounded in the shared governance of the Board and management, and reinforced by five consecutive years of clean audits and improved bond ratings.

### **Alignment with the Governor and Lt. Governor's Strategic Framework**

Look Ahead 2026 remains fully aligned with the Leon Guerrero Tenorio Administration's One Guam Strategic Framework and the U.S. Indo-Pacific Strategy. The Port continues to advocate for federal investment outside the military fence to strengthen civilian infrastructure that supports both commerce and national defense.

The Port's role in ensuring efficient transportation of goods and services remains central to Guam's economic stability and national security posture. In 2026, that role is measured not only by readiness plans, but by the Port's ability to execute projects while sustaining daily operations.

### **Infrastructure Modernization, from Planning to Execution**

A defining feature of Look Ahead 2026 is the transition of major infrastructure initiatives from planning and funding stages into execution.

Priority areas include:

- Ship-to-Shore (STS) gantry crane replacement and transition planning
- Fuel pier rehabilitation and fuel resilience
- Wharves F2 through F6 structural hardening and service life extension
- Hotel Wharf and access roadway improvements, subject to funding
- Area A fuel storage rehabilitation
- Terminal Operating System deployment and cybersecurity enhancements
- Replacement of obsolete Port facilities

The emphasis in 2026 is on maintaining operational reliability while construction activity accelerates. This requires disciplined coordination across Operations, Equipment Maintenance, Planning, CIP and Engineering, Finance, Procurement, and Safety.

## **Workforce Resilience and Leadership Continuity**

The Port's workforce remains its most critical asset. Look Ahead 2026 builds on workforce initiatives introduced in earlier years and now fully embedded as standard practice.

Key areas of focus include:

- Succession planning is tied directly to operational roles and leadership needs
- Continued mentorship and cross-training across divisions
- Merit-based recruitment, practical assessments, and internal pre-audits as standing requirements
- Scheduling stability in accordance with CBAs and Personnel Rules and Regulations
- Ongoing investment in safety, certification, and emergency preparedness
- Continued engagement in community-based job fairs and workforce outreach to strengthen recruitment pipelines, promote public service careers, and support long-term workforce continuity

The emphasis for 2026 is continuity, accountability, and readiness, rather than expansion.

## **Financial Discipline and Institutional Protection**

Financial stability remains non-negotiable. Look Ahead 2026 reflects a shift from financial recovery to financial protection.

Core priorities include:

- Sustaining clean audits and a low-risk auditee status
- Preserving debt service coverage ratios
- Consistent application of approved tariff provisions
- Maintaining quarterly budget caps and expenditure controls
- Executing bond defeasance and future borrowing strategies aligned with federal matching requirements

Modernization must proceed without eroding the financial discipline established since 2019. Continued recognition for financial transparency and citizen-centric reporting reinforces the Port's commitment to accountability and public trust.

## **Operational Resilience During Modernization**

As construction and modernization accelerate, operational risk increases. Look Ahead 2026 emphasizes resilience during execution. By 2025, the Port restored full insurance coverage, strengthening risk management and operational protection as capital activity expands.

Focus areas include:

- Sustaining uninterrupted cargo and passenger operations
- Managing overtime, standby costs, and labor forecasting
- Reducing equipment downtime through preventive maintenance discipline
- Strengthening coordination between Operations, Maintenance, and Finance
- Reinforcing safety and security integration across all divisions

The Port's success in 2026 will be measured by how well it delivers projects while keeping the supply chain moving.

### **Sustainability, Energy Resilience, and Federal Alignment**

Sustainability initiatives launched in earlier years continue to mature in 2026. Zero-emission and zero-waste planning transitions toward implementation, aligning with federal funding priorities under the Inflation Reduction Act and related programs.

Energy resilience, fuel security, and long-term operational sustainability remain integral to the Port's role in supporting civilian and defense needs. Fuel infrastructure projects are treated as energy security assets that support civilian demand, military readiness, and energy dominance objectives.

### **Governance, Compliance, and Long-Term Durability**

Look Ahead 2026 reinforces the principle that systems must outlast individuals. Governance, compliance, and documentation standards remain central to protecting the Port's integrity.

Priorities include:

- Sustaining procurement discipline and delegated authority
- Maintaining internal pre-audits and compliance controls
- Standardizing reporting and escalation protocols
- Protecting transparency in leasing, billing, and tenant oversight
- Ensuring consistent legal and policy application across divisions

These systems safeguard the gains achieved over the past several years.

Madam Chair and members of the Board, Look Ahead 2026 reflects a Port that has moved beyond recovery and correction. The focus is now on execution, durability, and disciplined delivery. The framework presented is intended to guide decision-making, resource allocation, and operational priorities as the Port enters its next phase of modernization in support of Guam's commercial vitality, national security mission, and energy dominance objectives. The attached companion resolution translates this strategic evolution into formally adopted objectives, ensuring continuity, accountability, and execution discipline beyond Fiscal Year 2026.

This memorandum is submitted for the Board's review and consideration. We respectfully request the Board's approval of Look Ahead 2026 and authorization to proceed with formal adoption through a companion resolution, consistent with the strategic direction outlined herein.

*Si Yu'os Ma'åse.*

Attachment – Board Resolution No. 2025-44

Cc:      Deputy General Managers  
            Division Heads  
            Port Staff Attorney

**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. 2025-44****RELATIVE TO ADOPTING THE “LOOK AHEAD 2026” PLAN: STRATEGIC EXECUTION, OPERATIONAL DURABILITY, AND INSTITUTIONAL READINESS AT THE PORT AUTHORITY OF GUAM****BE IT RESOLVED BY BOARD OF DIRECTORS OF THE JOSE D. LEON GUERRERO COMMERCIAL PORT:**

**WHEREAS**, the Port Authority of Guam is the island’s primary gateway for commerce, facilitating approximately ninety percent of incoming goods and supporting a significant share of military and national security operations critical to Guam and the broader Indo-Pacific region; and

**WHEREAS**, since 2019, the Port Authority of Guam has undertaken a deliberate and disciplined transformation, under the shared governance of the Board and management, to strengthen institutional governance, stabilize finances, rebuild organizational credibility, and position the Port for long-term operational readiness; and

**WHEREAS**, in 2019, the Port Authority of Guam began a period of stabilization and reset, during which the Board and management focused on strengthening governance, reestablishing fiscal controls, addressing longstanding procedural gaps, and reinforcing institutional credibility, with immediate priorities including audit remediation, procurement discipline, ensuring billing consistency with the approved tariff, clarifying management authority, initiating the update of the Port’s Master Plan, laying the groundwork for the eventual restoration of procurement delegation following a fourteen-year lapse, and establishing the foundation for budget reform initiatives including zero-based and performance-based budgeting; and

**WHEREAS**, in 2020, through continued coordination between the Board and management, the Port Authority of Guam remained fully operational throughout the COVID-19 pandemic, sustaining uninterrupted cargo and vessel operations while maintaining supply chain reliability for Guam, as financial controls, workforce safety, and operational resilience were tested under unprecedented conditions, reinforcing the importance of disciplined governance, adaptability, and continuity of operations; and

**WHEREAS**, in 2021, the Board and management emphasized recovery and structural correction by addressing deferred maintenance, correcting legacy personnel and classification issues, strengthening procurement and human resources controls, continuing to lay the groundwork for modernization, and transitioning the Port to the EnterpriseOne financial management system, thereby strengthening financial reporting, internal controls, and enterprise-wide accountability while managing ongoing pandemic impacts; and

**WHEREAS**, in 2022, the Port Authority of Guam focused on rebuilding capacity and restoring confidence, as continued clean audits, improved financial transparency, and strengthened internal controls, achieved through Board oversight and management execution, allowed the organization to shift from defensive management to forward planning, marking the beginning of sustained improvement in the Port’s credit profile and enabling capital planning, workforce development, and eligibility for future federal funding opportunities, while also reinvesting in critical yard equipment and operational assets using a combination of Port funds and federal support, including awards through the Maritime Administration’s Marine Highway Program and the United States Environmental Protection Agency’s Diesel Emissions Reduction Act program; and

**WHEREAS**, in 2023, the Board and management advanced the Port’s Master Plan, aligned priorities with the Governor and Lt. Governor’s One Guam Strategic Framework, and positioned the Port within national security and Indo-Pacific readiness discussions, as planning and coordination matured around Ship-to-Shore (STS) gantry cranes, fuel infrastructure, wharves, information technology systems, and sustainability initiatives, supported by strengthened cross-divisional coordination, improved tariff application and billing alignment, enhanced lease compliance, and continued improvement in audit outcomes and financial credibility; and

**WHEREAS**, in 2024, the Port Authority of Guam continued to center on recovery, alignment, and framework development amid external pressures including the military buildup, pandemic aftereffects, and typhoon recovery, and through coordinated action by the Board and management, clarified strategic priorities, infrastructure readiness, succession planning, reinforced workforce resilience, operational efficiency, strengthened financial accountability, advanced federal coordination efforts, and secured grant funding including awards under the United States Environmental Protection Agency's Clean Ports Program, resulting in multiple consecutive years of clean audits and improved bond ratings that reflected restored confidence in the Port's governance and financial management; and

**WHEREAS**, in 2025, the Port Authority of Guam emphasized institutionalizing reforms, reinforcing financial discipline, strengthening compliance systems, enhancing maintenance and equipment reliability, executing sustainability and environmental initiatives, continuing advocacy on national readiness and federal collaboration, and preparing the organization for execution, as systems established since 2019 became embedded practice through sustained Board oversight and management accountability; and

**WHEREAS**, during this period, the Board and management advanced a formal tariff adjustment petition before the Guam Public Utilities Commission to normalize the consistent application of approved tariff provisions and address structural instances of underbilling and labor cost recovery gaps, reflecting a commitment to transparency, regulatory compliance, stakeholder engagement, and the long-term financial sustainability of Port operations while preserving predictability for Port users; and

**WHEREAS**, in parallel, the Board approved bond borrowing authority to support critical infrastructure modernization and federal matching requirements, advanced implementation planning for federally awarded grants including the United States Environmental Protection Agency's Clean Ports Program, and secured additional federal investment for the F1 Fuel Pier Repair project through DOD's Office of Local Defense Community Cooperation (OLDCC) Defense Community Infrastructure Program (DCIP), collectively strengthening the Port's energy resilience, fuel security, national defense readiness, and capital execution capacity while maintaining financial stability and governance integrity; and

**WHEREAS**, in 2025, the Port Authority of Guam also marked its 50th anniversary through Port Week celebrations under the theme "Port Strong: 50 Years of Grit, Resilience, and Service Fueling Local and Regional Economies, Partnerships, and National Security," culminating in the Maritime Resilience and Innovation Summit, which honored and recognized the contributions of all Port employees, past and present, and reinforced the Port's enduring role as a cornerstone of commerce, energy resilience, and national security in the Indo-Pacific; and

**WHEREAS**, Look Ahead 2026 marks a decisive shift toward delivery, risk management, and institutional durability, as major capital projects move into active execution while the Port maintains uninterrupted operations, safeguards financial discipline, strengthens workforce continuity, and ensures that systems built over the past seven years endure beyond individuals through continued alignment between the Board and management; and

**WHEREAS**, Look Ahead 2026 remains fully aligned with the vision of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio under the One Guam Strategic Framework and the United States Indo-Pacific Strategy, including advocacy for federal investment outside the military fence to strengthen civilian infrastructure that supports both commerce and national defense; and

**WHEREAS**, this evolution reflects the Port's maturity and readiness to move from stabilization to sustained performance, grounded in the shared governance of the Board and management, and reinforced by five consecutive years of clean audits and improved bond ratings; and

**WHEREAS**, Look Ahead 2026 builds on a strong and deliberate foundation established over recent years, and the Port of Guam enters 2026 not in a reset phase, but with sustained momentum, having moved beyond crisis management, fiscal stabilization, and reform into a period focused on execution and delivery, supported by strengthened core systems, embedded accountability across operations, and governance practices matured to support disciplined decision making; and

**WHEREAS**, with this foundation in place, the Port is positioned to advance major capital projects that modernize critical infrastructure, improve operational resilience, and ensure reliable and uninterrupted supply chains supporting both civilian commerce and national defense requirements, thereby reinforcing Guam's role as a strategic maritime gateway in the Indo-Pacific region; and

**WHEREAS**, Look Ahead 2026 prioritizes the execution of critical infrastructure initiatives including Ship-to-Shore (STS) gantry crane replacement, fuel pier rehabilitation and fuel resilience, Wharf F2 through F6 structural hardening, Area A fuel storage rehabilitation, terminal operating system deployment, cybersecurity enhancements, and replacement of obsolete Port facilities; and

**WHEREAS**, Look Ahead 2026 reinforces the Port's commitment to workforce resilience through succession planning tied to operational roles, mentorship and cross-training, merit-based recruitment and practical assessments, scheduling stability consistent with collective bargaining agreements and Personnel Rules, and continued investment in safety and emergency preparedness; and

**WHEREAS**, Look Ahead 2026 affirms that financial stability remains non-negotiable, with continued emphasis on clean audits, low-risk auditee status, preservation of debt service coverage ratios, consistent application of approved tariff provisions, quarterly budget controls, and disciplined execution of bond and federal matching strategies; and

**WHEREAS**, Look Ahead 2026 underscores the principle that systems must outlast individuals, reinforcing procurement discipline, delegated authority, internal pre-audits, standardized reporting, compliance controls, and transparency in leasing, billing, and tenant oversight;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Port Authority of Guam hereby adopts Look Ahead 2026 as the guiding strategic framework for the Port's operations, governance, and execution focus for Fiscal Year 2026 and beyond, reflecting a deliberate evolution from stabilization and recovery toward disciplined delivery, operational durability, and long-term institutional readiness; and

**BE IT FURTHER RESOLVED**, that the Board affirms that the objectives of Look Ahead 2026 include:

- Advancing the execution of critical port infrastructure projects, including Ship-to-Shore (STS) gantry crane replacement, fuel pier rehabilitation, Wharf F2 through F6 structural hardening, Area A fuel storage rehabilitation, terminal operating system deployment, cybersecurity enhancements, and replacement of obsolete Port facilities, while maintaining uninterrupted port operations;
- Sustaining financial stability through continued clean audits, preservation of low-risk auditee status, protection of debt service coverage ratios, disciplined budget controls, consistent application of approved tariff provisions, and prudent execution of bond and federal matching strategies;
- Strengthening workforce continuity and operational readiness through succession planning tied to operational roles, mentorship and cross-training, merit-based recruitment and practical assessments, scheduling stability consistent with collective bargaining agreements and Personnel Rules, and continued investment in safety and emergency preparedness;
- Ensuring operational resilience during modernization by maintaining supply chain reliability, managing labor and equipment risk, reducing downtime through preventive maintenance, and reinforcing coordination across Operations, Maintenance, Finance, and Safety functions;
- Advancing sustainability, energy resilience, and environmental stewardship by transitioning zero-emission and zero-waste initiatives from planning to implementation, aligned with federal funding priorities and national security objectives;
- Preserving governance integrity and institutional durability by reinforcing procurement discipline, delegated authority, internal pre-audits, standardized reporting and escalation protocols, compliance controls, and transparency in leasing, billing, and tenant oversight; and

**BE IT FURTHER RESOLVED**, that the Board affirms the Strategic Evolution of the Port Authority of Guam from 2019 through 2026, recognizing that the systems, controls, and reforms established over the past seven years now position the Port to execute major capital projects while safeguarding financial integrity, workforce continuity, and public trust; and

**BE IT FURTHER RESOLVED**, that the Board directs the General Manager and all divisions to implement Look Ahead 2026 in a manner consistent with these objectives, ensuring that the Port Authority of Guam continues to support Guam's economic stability, regional commerce, and national security readiness; and

**BE IT FURTHER RESOLVED**, that the Chairperson certify to, and the Secretary attest to, the adoption hereof, and that copies of this Resolution be transmitted to the Governor of Guam, the Lt. Governor of Guam, the Speaker of the Guam Legislature, the Port's Legislative Oversight Chair, and the Thirty-Eighth Guam Legislature.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF  
DIRECTORS THIS 30th DAY OF DECEMBER, 2025.**

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

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**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.C. Mendiola, Board Member

**Resolution No. 2025-45****RELATIVE TO APPROVING TRISTAR'S RELOCATION OF FENDERS FROM GOLF PIER TO BERTH F1, WITH A COST OF \$43,542.46, TO BE BORNE BY THE PORT AUTHORITY OF GUAM UNDER THE MANAGEMENT AGREEMENT.****BE IT RESOLVED BY BOARD OF DIRECTORS OF THE JOSE D. LEON GUERRERO COMMERCIAL PORT:**

**WHEREAS**, *I Liheslaturan Guahan*, through Public Law 13-87, created the Port Authority of Guam as a public corporation and autonomous instrumentality with responsibility over Port facilities, infrastructure, and maritime operations as provided in Title 12 of the Guam Code Annotated; and

**WHEREAS**, the Board of Directors retains oversight responsibility for the safety, maintenance, and protection of Port infrastructure, while delegating day-to-day operational, maintenance, and procurement functions to the General Manager in accordance with law, Board policy, and established administrative practice; and

**WHEREAS**, Tristar Terminals Guam, Inc. (TTGI) has formally notified the Port Authority of Guam that the fendering installed on the G & H Dolphins at F-1 Dock has fully deteriorated, creating an immediate safety hazard to vessel berthing and Port operations; and

**WHEREAS**, interim measures currently in place, including the installation of truck tires as temporary fenders, are insufficient as a long-term or operationally acceptable safety solution; and

**WHEREAS**, TTGI has proposed, as an interim maintenance measure, the shifting and relocation of existing fendering from the Golf Pier to F-1 Dock to address the immediate safety condition while longer-term dock refurbishment planning continues; and

**WHEREAS**, TTGI has obtained a proposal from Blue Steel Marine for the execution of the fender shifting work, with an estimated cost of Forty-Three Thousand Five Hundred Forty-Two Dollars and Forty-Six Cents (\$43,542.46); and

**WHEREAS**, the Board of Directors finds that the condition described constitutes an emergency maintenance and safety repair, the timely correction of which is necessary to prevent disruption to the island's fuel and LPG supply and to protect Port facilities, maritime users, and the public interest; and

**WHEREAS**, the Board further finds that this action falls within the scope of routine and emergency maintenance activities historically carried out under the General Manager's delegated authority, subject to terms of the Management Agreement;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors hereby acknowledges and affirms that the shifting and relocation of existing Golf Pier fendering to the G & H Dolphins at F-1 Dock constitutes an emergency maintenance repair necessary to address an immediate safety concern; and

**BE IT FURTHER RESOLVED**, that the General Manager, or his designee, is authorized to proceed with the necessary maintenance actions to correct the unsafe condition, including coordination with Tristar Terminals Guam, Inc., consistent with the General Manager's existing delegated authority for emergency repairs and maintenance per the Management Agreement; and

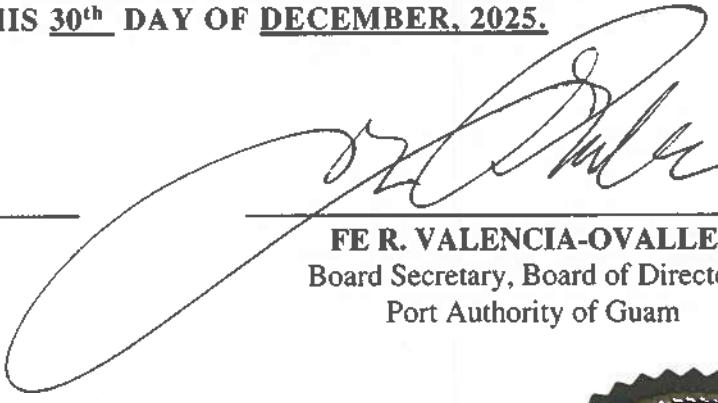
**BE IT FURTHER RESOLVED**, that this authorization is limited to the interim shifting and relocation of existing fendering and does not substitute for, nor pre-approve, any future capital improvements or permanent infrastructure projects related to F-1 Dock or Golf Pier refurbishment; and

**BE IT FURTHER RESOLVED**, that the Chairperson certify to, and the Secretary attest to, the adoption hereof, and that copies be transmitted to the Governor of Guam, Lieutenant Governor of Guam, Port's Legislative Oversight Chairperson, Port General Manager, Port Deputy General Managers, Port Engineering Division, Port Commercial Division, and other appropriate parties for guidance and implementation.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF  
DIRECTORS THIS 30<sup>th</sup> DAY OF DECEMBER, 2025.**



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

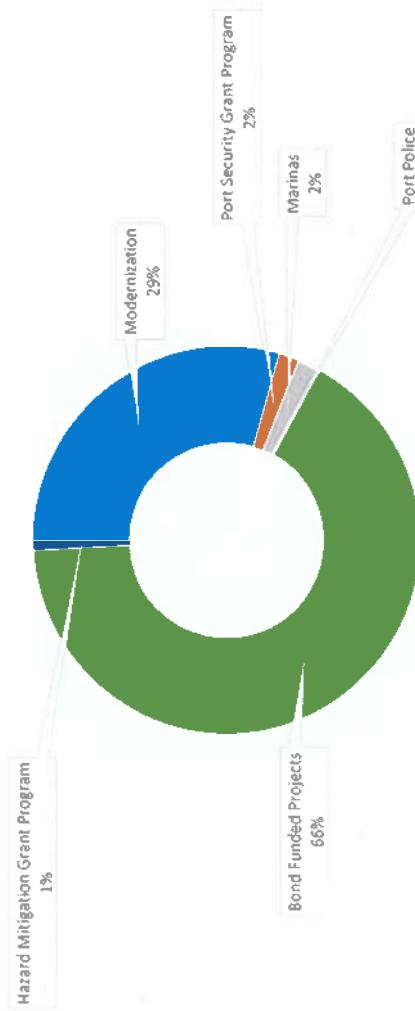


**FE R. VALENCIA-OVALLES**  
Board Secretary, Board of Directors  
Port Authority of Guam



**FY2026 Port Grant/Bond - Monthly Update**  
**As of December 22, 2025**

**PAG Federal and Bond Funding Percentage**



Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IBS/RFP/PO Number	Status
<b>Modernization</b> 07-79-07614 - F1 Pier to Gold Pier Connectivity Project	\$34,569,180.00	\$3,172,815.52	\$31,417,364.48	RFP-PAG-022-003 - A/E DESIGN CONSULTING SERVICES For The installation of a fuel Pipeline System for F1 Pier and Gold Pier Connectivity	Amount 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 expand 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.
	\$2,413,091.00	\$0.00	\$2,413,091.00		UPDATE: Planning and C/E Engineering staff met with Gold Pier terminal manager to discuss plans to add LPG line to the Fuel Pipeline Connectivity Project. A/E design to submit cost estimate for the design work per grantor requirements. Planning is exploring a funding option to combine Fuel Connectivity Project with Gold Pier repair through EDAs F1 2025 Disaster Supplemental Industry Transformation Path
D21AP10136 - Phase 1: Port Authority of Guam - Welding Shop	\$240,325.00	\$0.00	\$240,325.00	PO No. 20348505 for \$346,379.00 to Guam EnergyCorp Change Order #1 (PO# 2059705) for \$58,000.00 for additional concrete spall and crack repairs	The Notice to Proceed (NTP) was issued on December 6, 2024 and additional comment period was issued on December 10, 2024. The grantor has approved the PAG's request to expand 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.
D21AP10142 - Phase 2: Port Authority of Guam - Welding Shop	\$151,850.00	\$39,208.52	\$112,641.48		UPDATE: Spall repair work is 100% complete and roof coating is 85% complete. New light fixtures have been installed and additional electrical work is ongoing. The project is currently pending the installation of roll-up doors. A contract extension is currently being reviewed as the December deadline has passed.
					The OIA approved the PAG's request to purchase one 8-patch multi-operator welding rack instead of a 4-patch multi-operator welding rack and stud welder.
					UPDATE: See above for construction status. The procurement packet is being developed for the specialized welding equipment. The OIA approved the purchase of a laser cutter and parent remover as part of the project.

FY 2026 Port Grant/Bond - Monthly Update  
As of December 22, 2025

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFS/RFP/PO Number	Status
D22AP00124 Generator Maintenance & Sustainability Program	\$165,375.00	\$32,734.08	\$132,640.92	P001885705 1st year contract services for \$65,000.00 to Hawthorne Pacific Corp.	Grant award notification was received on June 29, 2022. DCP- May 19, 2022 - UPDATE: PAG facilities. Delivery along with the Procurement Division issued on the third contract year service PO to Hawthorne Pacific Corp on June 24, 2025. Hawthorne completed dental inspections and continue to work along Facilities Maintenance for these assets.
				P001885705- 2nd year contract services for \$65,000.00 to Hawthorne Pacific Corp.	
				P00189005- 3rd year contract services for \$65,000.00 to Hawthorne Pacific Corp.	
Generator Parts POs:					
P001930605 and P001931105 Landscape Management Systems Inc. \$4,314.00					
P001931005, P001931205, P001931505 Far East Equipment Co. LLC. \$9,346.11					
P001930905, P001931205, P001931305 Hawthorne Pacific Corp. \$11,045.35					
P001926205 Gasbo Industries Inc. \$1,774.00					
981727101/98134801/98177501 Diesel Emissions Reduction Act (DERA) - Tractor Replacement	\$6,76,609.00	\$376,609.00	\$3,000,000.00		PAG Procurement issued PO no. 20063-05 on August 27, 2024 for the purchase of two units under Grant 98177501. Delivery is anticipated within 250 days. PAG submitted final reports for Grants 98127101 and 98134801 on October 30, 2024. An application to replace two additional terminal yard tractors was submitted under the FY2024 DERAA Territory Grant on December 6, 2024.
					STATUS: QUO - FY 2024 Grant application status pending review by US EPA. P02022 DERAA grant no. 98177501 - PO 20063-05 - Two Tier 4 terminal yard tractor units were delivered to PAG on April 25, 2025. Planning and MARAD Maintenance Divisions will coordinate the decommissioning of tractor units previously identified for replacement. Finance processed reimbursement request for the two units received through P122 Grant 98177501, pending approval by US EPA. Maintenance completed scrapping of the two units identified for replacement.
					UPDATE: FY 2022 project completed.
MARAD AMLP - Acquisition of Specialized Container Yard Equipment	\$5,703,560.00	\$2,242,500.00	\$3,461,060.00	PO Nos. 19063/84/05 for \$2,689,408.00 and 2,205,723.00, respectively.	The Grant Agreement for MARAD P1 2022 America's Marine Highway (AMH) Grant No. 692172340007 was effectuated on August 4, 2023. The telescopic boom lift, trailer generators, and nine (9) terminal yard tractors were anticipated to be delivered November 2024 (boom lift) and March 2025 (generators and tractors). 180ft 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 20412-05 - Planning routed environmental document memo for federal reimbursement in the amount of \$274,571.70. Planning is coordinating with MARAD to amend grant agreement to include the purchase of two 20-ton forklifts and two utility trucks.
9531077240023 MARAD 2021 RAISE Grant - Wharves Service Life Extension - Hardening of Wharves F2-F5	\$17,941,997.00	\$0.00	\$17,941,997.00	Task Order 15 MOID - P.O. 19048-05 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 \$193,778.44.	The Environmental Assessment and regulatory consultation remain ongoing with the U.S. Army Corps of Engineers (USACE) Permit, Coastal Zone Management Act, Section 401 Water Quality Certification, Guam DOD, Coral Relocation Permit, Endangered Species Act (NOAA), and FWCs under MARAD oversight. Monthly coordination meetings continue, the final Grant Agreement remains pending NEPA completion. UPDATE: Consultation ongoing.
U.S. EPA Clean Ports Program - Net Zero Emissions Strategy Update and Implementation Plan	\$2,410,415.00	\$241,443.92	\$2,168,971.08		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 PAG submitted the Quality Assurance Project Plan (QAPP) to the EPA Project Manager on November 17, 2015 and the EPA Quality Assurance Manager (QAM) on November 25, 2025. Data collection activities are pending the approval of the QAPP.

FY 2026 Port Grant/Bond - Monthly Update  
As of December 22, 2025

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
OLGCC Defense Community Infrastructure Program - F1 Pier Infrastructure Restoration - Structural and Safety Repairs Project	\$4,086,958.00	\$0.00	\$4,086,958.00		The PAGC was successful in its application to conduct near term repairs of the F1 pier. The scope includes open corrosion spots and crack repairs, structural pier 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: The initial coordination/back-off with OLOCC, and PAGC was conducted on Dec. 2nd. Planning established the grant's internal account (EOA) with the finance division and is currently in coordination with IRMA for the NEPA process with a scheduled meeting on Jan. 8th.					
Marines	\$2,141,750.00	\$0.00	\$2,141,750.00		The Port submitted its application on November 21, 2024, for the PAG Harbor Restoration and Resilience Initiative (PAGHRI) Project, which would remove thirteen (13) abandoned and/or sunken vessels from PAG properties. The proposed project total is \$859,720.00.
2024 NOAA Marine Debris Program - BoatUS Foundation Abandoned and Derelict Vessel (ADV) Removal Grant Program	\$644,750.00	\$0.00	\$644,750.00		UPDATE: The project is currently under Environmental Compliance review and the procurement packet is being developed. Status: <b>Quo.</b>
F21AF020464.00 - DOAAG Sport Fish Restoration - Demolition and Replacement of A-Dock at the Agana Marina	\$500,000.00	\$0.00	\$500,000.00		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.
F21AF0203956.03 - DOAAG Sport Fish Restoration - Repair of the Meno Boat Ramp	\$52,000.00	\$0.00	\$52,000.00		In November 2025, Guam DOAG-DAWR awarded the Port federal funds for the repair of the Meno Boat Ramp. The Memorandum of Agreement (MOA) is under legal review as to form and pending approval by AG and Honorable Governor of Guam.
F16AF0101249 - DOAAG Sport Fish Restoration - Maintenance and Structural Assessment of Malesso Pier	\$150,000.00	\$0.00	\$150,000.00		In November 2025, Guam DOAG-DAWR awarded the Port federal funds for the Maintenance and Structural Assessment of Malesso Pier. The Memorandum of Agreement (MOA) is under legal review as to form and pending approval by AG and Honorable Governor of Guam.
F24AF020794.00 - DOAAG Sportfishing and Boating Safety - Pre-construction for a Gangway and Courtesy Dock for the Guam Harbor of Refuge	\$300,000.00	\$0.00	\$300,000.00		In November 2025, Guam DOAG-DAWR awarded the Port federal funds for Pre-construction for a Gangway and Courtesy Dock for the Guam Harbor of Refuge. The Memorandum of Agreement (MOA) is under legal review as to form and pending approval by AG and Honorable Governor of Guam.
F23AF020463.02 - DOAAG Sport Fish Restoration Fund - Agat Marina Southern Walkway Repairs	\$120,000.00	\$0.00	\$120,000.00		In November 2025, Guam DOAG-DAWR awarded the Port federal funds for the Agat Marina Southern Walkway Repairs. The Memorandum of Agreement (MOA) is under legal review as to form and pending approval by AG and Honorable Governor of Guam.
F24AF01747.01 - DOAAG Clean Vessel Act - Assessing Guam's Agat Small Boat Marina, the Harbor of Refuge, and the Gregorio D. Perez Marina for Pumpout Service to Recreational Boats	\$375,000.00	\$0.00	\$375,000.00		In November 2025, Guam DOAG-DAWR awarded the Port federal funds for Assessing Guam's Agat Small Boat Marina, the Harbor of Refuge, and the Gregorio D. Perez Marina for Pumpout Service to Recreational Boats. The Memorandum of Agreement (MOA) is 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	PO No. 1873005; G4S Security System \$247,000.00	UPDATE: Project: <b>Closed Out.</b>
EMW-2021-PU-000230-501 - Acquisition of Vessel Tracking/Tracking/Tracking System	\$2,067,773.00	\$267,773.00	\$0.00	PO No. 1831203; ComPacific \$1,012.00 PO No. 1901905; ComPacific \$58,178.00 PO No. 1782705; DMR \$6,542.00 PO No. 2056405; Micromesa 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 FEMIA on 7/4/2023. On July 7, 2023 a second purchase order #1901905 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.
EMW-2021-PU-000230-501 - Acquisition of Transportation Worker Identification Credentialing (TWIC) System	\$98,474.00	\$97,283.49	\$1,194.51	PO No. 1831203; ComPacific \$1,012.00 PO No. 1901905; ComPacific \$58,178.00 PO No. 1782705; DMR \$6,542.00 PO No. 2056405; Micromesa Hospitality & Marine Sales \$1,259.99	UPDATE: Project: <b>Closed Out.</b>

FY 2026 Port Grant/Bond - Monthly Update  
As of December 22, 2025

Grant Funded Projects					Status
	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IBS/RFP/PO Number	
EMW-2022-PJU-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 commenting on 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. Specifics for procurement package being developed.					
EMW-2022-PJU-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 11/9, 2023 Procurement issued purchase order #1902305 to Motorola and Port Police reviewed the units on November 26, 2023. Port Police worked with Guam Police Dept. for radio programming and is working with Finance on tagging the assets.
EMW-2022-PJU-00149 - Integrated Digital Enhanced Network (DEN) Technology Redundant Interoperable Communications System Service	\$64,450.00	\$84,450.00	\$0.00	PO No. 18287-05 IT&E \$35,013.36 PO No. 19539-05 IT&E \$42,058.00 PO No. 20161C5 IT&E \$48,174.00	Radio General Manager was completed. UPDATE: Radio distribution to respective individuals and as determined by Port General Manager was completed.
EMW-2023-PJU-00258 - Acquisition of Two [2] Port Police Boat Trailers	\$41,003.00	\$35,751.26	\$6,251.74		Grant was awarded on September 1, 2022. On 11/9, 2023 Third year purchase order issued for the period of October 1, 2024- September 30, 2025.
EMW-2023-PJU-00258 - Acquisition of Port Police Durableids and Accessories					UPDATE: Project Complete. Trailers have been delivered to the Port. Pending closeout.
EMW-2023-PJU-00258 - Port Police Division Acquisition of Personal Protection Equipment (PPE)	\$19,398.00	\$39,303.00	\$95.00	PO NO. 2021105 Code 1 Law Enforcement Equip. & Supply \$39,303.00	MD Wholesale was awarded Purchase Order #1977705 on April 1, 2024. Laptops delivered to PAG IT and are currently being configured and distributed to Port Police.
EMW-2025-PJU-05369 - Port Police Division Acquisition of Personal Protection Equipment (PPE)	\$989,566.00	\$987,276.00	\$0.00	\$987,276.00	UPDATE: Project complete. Pending closeout.
Warehouse 1 Hardening Project	\$385,875.00	\$337,424.38	\$451,739.42	\$451,739.42	Notice of Award - August 25, 2023. Planning established the grant's internal account with the Finance division.
Warehouse 1 Hardening Project	\$385,875.00	\$151,949.38	\$233,925.62	\$233,925.62	IFB-PAG-OP-022-2-009 posted on Sept. 1, 2022. Pre-bid conference held on Sept. 7, 2022, and Site visit conducted on Sept. 23, 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 Nauve, a request was submitted to descope the damaged fenders from this NHGP project and add rubber arch fenders not included in original SOW. PAG received notification that FEMA approved the amendment on August 28, 2024. Grant POF end date has been extended to November 3, 2025.
Warehouse 1 Hardening Project	\$385,875.00	\$385,875.00	\$0.00	\$0.00	UPDATE: Preliminary inspection by Engineering conducted on Oct. 30/31, 2025. Project completed November 3, 2025.
Warehouse 1 Hardening Project					IFB-PAG-OP-022-2-009 posted on Sept. 1, 2022. Pre-bid conference held on Sept. 7, 2022, and Site visit conducted on 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 IAH 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 1, 2025.
Warehouse 1 Hardening Project					UPDATE: Project Complete.

FY 2026 Port Grant/Bond - Monthly Update  
As of December 22, 2025

Grant Funded Projects	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT FB/RFP/PO Number	Status
<b>Port Police</b> Pending Formal Agreement - Operation A'ole He'eao	\$77,533.49	\$0.00	\$77,533.49		<b>UPDATE:</b> The project is pending a formal grant agreement. However, the OHS has provided a memorandum allowing to begin project activities and reimbursements will be provided after the agreement is signed
<b>Bond Funded Projects</b> New Administration Building	\$77,886,440.00	\$13,788,617.48	\$64,097,822.52		Project is currently on hold pending Management decision. Engineering has been instructed to develop Scope of Work to repair concrete cracks and spalling and make a priority.
<b>Waterline Replacement and Relocation</b>	\$10,445,000.00	\$0.00	\$10,445,000.00		<b>UPDATE:</b> Status Quo
	\$6,000,000.00	\$4,450,498.92	\$1,549,501.08	PO No. 1779005 for \$4,856,568.91 awarded to BME & Sons Inc.	Page installation along wharfes FA to FS 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 hydrants to meet fire code standards.
					<b>UPDATE:</b> Work on the new system is 90% complete and pre-final inspections are ongoing. Fire hydrant delivery has been delayed until further notice from vendor due to issues with the manufacturer.
<b>EQMR Building Repairs and Upgrades</b>	\$3,528,800.00	\$3,527,583.53	\$10,216.47	PO No. 1800705 for \$3,980,000.00 awarded to JI Global Service	The repair & paint work as well as lead based paint abatement has been completed.
<b>Warehouse 1 Repairs and Upgrades</b>	\$2,000,000.00	\$794,596.50	\$1,205,403.50	REP No. 1019-03 - A&E Design awarded to NC Macano PO No. 20723-05 for \$4,387,122.38 BME & Sons Inc.	The Construction FB was published on November 25, 2024. The bid opening was held on February 5, 2025.
					<b>UPDATE:</b> Chipping and saw cutting exterior concrete spalling is complete and final bid documents (e.g. as-built and certificate of warranty).
<b>Golf Pier Repairs and Improvements</b>	\$2,000,000.00	\$372,147.93	\$1,627,851.07	REP No. 2019-02 - A&E design for \$4,846,000 awarded to NC Macano	Golf Pier was rendered inoperable after Typhoon Nauhar. The PAG along with OAH have developed cost estimates.
<b>Rehabilitation of H1 Wharf</b>	\$46,331,895.00	\$1,740,063.86	\$44,291,831.14	PO No. 17043-0F for \$2,249,945.54 awarded to GID Inc. New Resolution No. 2024-01 authorized the PAG GID to temporarily pause H1 Wharf construction, procure additional entry 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.	The PAG had received a TIA determination for Golf Pier. On August 9, 2025, PAG submitted an appeal letter requesting reexamination of eligibility for Permanent Work assistance related to damage sustained during Typhoon Nauhar.
<b>Other Priority Projects</b>	\$4,989,745.00	\$406,597.09	\$4,574,147.91		<b>UPDATE:</b> The Guam Recovery Office submitted appeal letter to FEAAC. Pending FEAAC response/decision.
<b>Other Priority Projects - EnterpriseOne Financial Management System</b>	\$2,500,000.00	\$2,497,129.65	\$2,870.35		<b>UPDATE:</b> Status Quo
					1. Please refer to MARAD RAISE - Wharves Life Extension Hardening of Wharves F2-F6 for more information.
					2. The TOS Upgrade scope of services is under procurement and legal review.
					<b>UPDATE:</b> The PAG has also moved from Oracle to DTE for customer support via a MOA with GWA. The PAG's RFP for DTE is still ongoing. Status Quo.
<b>Grand Total</b>	\$15,506,241.49	\$18,471,325.94	\$97,114,915.65		

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)
<b>PROFESSIONAL SERVICES</b>									
1	A1 - Guam WEBZ	Web Development, Hosting, Support and Maintenance Srvcs	RFP-25-004	IT	3 years w/7 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 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
16	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
<b>CONSTRUCTION CONTRACTS</b>									
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 Calebdar 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

**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)	<b>COMPLETED</b>
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: Punch list and warrantee items completed, GFD inspection completed. Final Invoiced routed. Initiated Financial Closeout.	

Project Title	PAG Waterline Replacements
Project Number	IFB-PAG-CIP-021-005
Project Amount	\$ 4,856,569.00
Work in Progress (WIP)	97%
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 fire hydrants and initiated final tie-ins to main water line along Route 11.	

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: Phase 1 and 2 work initiated, F4 work on-going, demo and disposal of the is on-going.	

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: No Cost Time Extension pending. Amendment 1 to upgrade electrical system routed, long lead items on hold. Target Project Completion Date: June 2026	

Project Title	F3 – F6 Bulkhead Repair
Project Number	IFB-PAG-CIP-024-007
Project Amount	\$289,600
Work in Progress (WIP)	85% 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	March 2026 (new completion date)
Current Status: Work on bulkheads ongoing	

## 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: RFP routed to Procurement and under review.	

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  
NOVEMBER 2025

**I. OVERVIEW**

Vessel Calls	21
Cans Handled	6,417
Special Service(s)	87

**a. Productivity**

Vessel Op	Avg NMPH	TOP GANG	M/Hr
Matson			
Domestics	27.0	3	29.0
Feeders	17.5	2,3	20.0
MSA			
Barges/Meridian	0.0	0	0.0
Mariana	0.0	0	0.0
Triton/Galaide	21.2	5	20.7
Kyowa	17.0	6	20.3
MELL			
Kotas	21.1	5	24.0
APL			
OCEANIA/ISLANDER/PRES	25.2	5	30.3

**b. Equipment Status**

As of : 12/1/2025	ON HAND	UP	RM	Repair
GANTRY'S	3	3		0
TOP LIFTERS	10	4		6
SIDELOADERS	3	2		1
20T FORKLIFT	2	1		1
10T FORKLIFT	4	2		2
5T FORKLIFT	12	7		5
TRACTORS	33	19		14

**II. YEAR TO DATE**

**a. Vessels\_YTD**

Vessels_YTD	50
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**b. Can\_Cnt YTD**

NOVEMBER	FY25		FY26		Variance	
	I	E	I	E	I	E
Local	5491	5186	5993	5359	9%	3%
TS	1223	1195	1152	1094	-6%	-8%
TSMT	325	410	567	547	74%	33%
Others (OS/Sh/Reh)	68	72	158	159	132%	121%
TTL	7107	6863	7870	7159	11%	4%

## **1FY-25 WORK INJURY REPORT**

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

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

**Work Injury Summary for this reporting period: 12/18/2025**

**Total Injuries for FY-25 to date: 11–Injury**

**0-- Lost-time**

**10– Recordable**

**1– Refused Medical Attention**

**Last disabling work injury was on: 12/11/25**

**Number of days since last work injury: 7-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.