

Re: Messages & Communications Doc. No. 38GL-26-1814 through 1822.

From Guam Legislature Clerks <clerks@guamlegislature.gov>
 Date Thu 1/29/2026 11:35 AM
 To 38th Committee On Rules <committeeonrules@guamlegislature.gov>
 Cc Rennae Meno <rennae.meno@guamlegislature.gov>

Håfa Adai,

Received, and thank you.



Elijah Untalan
Clerks Office

I Mina'trentai Ocho na Liheslaturan Guåhan
 Guam Congress Building, 163 Chalan Santo Papa, Hagåtña, Guam 96910
 Voice: (671) 472-3465/3460 Fax: (671) 472-3524
guamlegislature.gov

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 Thank you

From: 38th Committee On Rules <committeeonrules@guamlegislature.gov>
 Sent: Thursday, January 29, 2026 10:21 AM
 To: Guam Legislature Clerks <clerks@guamlegislature.gov>
 Cc: Frank Blas Jr. <speakerblas@guamlegislature.gov>
 Subject: Messages & Communications Doc. No. 38GL-26-1814 through 1822.

Håfa Adai Clerk's Office,
 Please see attached, **Messages & Communications Doc. No. 38GL-26-1814 through 1822** for processing:

✓	38GL-26-1814	Judiciary of Guam	FY2026 1st Quarter Judicial Building Revenues and Expenditures Report, Staffing Pattern, Travel Quarterly Report, Judiciary Grant Matrix Fund Report and Judicial Client Services Fund Report*
✓	38GL-26-1815	Port Authority of Guam	Board of Directors 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*
✓	38GL-26-1816	Office of Public Accountability - Guam	iLearn Academy Charter School, Inc. FY2025 Financial Statements, Reports on Compliance and Internal Controls, Management Letter and the Auditor's Communication with Those Charged with Governance.*
✓	38GL-26-1817	Guam Solid Waste Authority	Unaudited Revenues and Expenditures Report for the month of December 2025*
✓	38GL-26-1818	A.B. Won Pat International Airport Authority	Statement of Revenues and Expenses- December 2025*
✓	38GL-26-1819	Civil Service Commission	Board Meeting Packet for January 27, 2026*
✓	38GL-26-1820	Department of Youth Affairs	FY2026 1st Quarter Reports – Financial, Non-Profit Organization, Non-Appropriated Fund, Staffing Pattern and Prior Year Obligation for the period ending December 31, 2025*
✓	38GL-26-1821	Judiciary of Guam	Judicial Council of Guam Regular Meeting Packet for January 14, 2026*
✓	38GL-26-1822	Department of Public Health and Social Services	Guam Board of Examiners for Optometry Board Meeting Packet for January 27, 2026*

Please retrieve Doc. No. 38GL-26-1814 through 1816 from link below:
[Messages & Communications Physical Scanned Copy - Google Drive](#)
 Kindly reply to this email



Si Yu'os ma'åse',
Marie Crisostomo
 Committee on Rules Assistant
COMMITTEE ON RULES
 Vice Speaker V. Anthony Ada, Chairperson
I Mina'trentai Ocho Na Liheslaturan Guåhan
 38th Guam Legislature

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Messages and Communications 38GL-26-1815*

2 messages

Speaker Frank Blas Jr. <speakerblas@guamlegislature.gov>

Tue, Jan 27, 2026 at 3:52 PM

To: 38th Committee On Rules <committeeonrules@guamlegislature.gov>, Sabrina Salas Matanane <office.senatorbri@guamlegislature.gov>

Håfa Adai,

Please see attached M&C Doc. No. 38GL-26-1815

38GL-26-1815	Port Authority of Guam	Board of Directors 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*
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*Si Yu'os Ma'åse'**Bernice Rivera*

Administrative Assistant

**Office of Speaker Frank F. Blas, Jr.**I Mina'trentai Ocho na Liheslaturan Guåhan 38th Guam Legislature

Guam Congress Building, 163 Chalan Santo Papa, Hagatña

(671)969-6456

speakerblas@guamlegislature.gov

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----- Forwarded message -----

From: **Margret Duenas** <mduenas@portofguam.com>

Date: Mon, Jan 26, 2026 at 6:02 PM

Subject: PAG Board Resolution 2025-44 Look Ahead 2026

To: speakerblas <speakerblas@guamlegislature.gov>


Hafa Adai Speaker Blas,

Please find attached PAG Board Resolution 2025-44, as adopted by the Port Board of Directors on December 30, 2025.

Relative to adopting the "Look Ahead 2026" Plan: Strategic Execution, Operational Durability, and Institutional Readiness at the Port Authority of Guam.

Thank you for your time.

Regards – marge

2 attachments **011426 Transmittal to Speaker Blas-Board Resolution 2025-44 Look Ahead 2026.pdf**
23778K **38GL-26-1815.pdf**
1080K

Håfa Adai,

Received, and thank you



Si Yu'os ma'åse',

Marie Crisostomo

Committee on Rules Assistant

COMMITTEE ON RULES

Vice Speaker V. Anthony Ada, Chairperson

I Mina'trentai Ocho Na Liheslaturan Guåhan

38th Guam Legislature

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Speaker Frank Blas Jr. <speakerblas@guamlegislature.gov>

PAG Board Resolution 2025-44 Look Ahead 2026

2 messages

Margret Duenas <mduenas@portofguam.com>
To: speakerblas <speakerblas@guamlegislature.gov>

Mon, Jan 26, 2026 at 6:00 PM

Hafa Adai Speaker Blas,

Please find attached PAG Board Resolution 2025-44, as adopted by the Port Board of Directors on December 30, 2025.

Relative to adopting the "Look Ahead 2026" Plan: Strategic Execution, Operational Durability, and Institutional Readiness at the Port Authority of Guam.

Thank you for your time.

Regards – marge

Doc Type: 38GL-26-1815
OFFICE OF THE SPEAKER
FRANK F. BLAS, JR.
January 26, 2026
Time: 6:00 PM
Received: *FBK*

011426 Transmittal to Speaker Blas-Board Resolution 2025-44 Look Ahead 2026.pdf
23778K

Speaker Frank Blas Jr. <speakerblas@guamlegislature.gov>
To: Margret Duenas <mduenas@portofguam.com>

Tue, Jan 27, 2026 at 7:32 AM

Hâfa Adai Margret,

Confirming receipt of your email and the attached resolution.

Si Yu'os Ma'âse'

Judy Shockley
Office Administrator



Office of Speaker Frank F. Blas, Jr.

I Mina'trentai Ocho na Liheslaturan Guåhan 38th Guam Legislature

Guam Congress Building, 163 Chalan Santo Papa, Hagatña

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1/27/26, 3:29 PM

Guam Legislature Mail - PAG Board Resolution 2025-44 Look Ahead 2026

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PORT OF GUAM
ATURIDAT I PUETTON GUAHAN
Jose D. Leon Guerrero Commercial Port
1026 Cabras Highway, Suite 201, Piti, Guam 96915
Telephone: 671-477-5931/5 | Facsimile: 671-477-2689
Website: www.portofguam.com



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

January 14, 2026

Honorable Frank Blas, Jr.
Speaker
38th Guam Legislature
Guam Congress Building
163 Chalan Santo Papa
Hagatna, Guam 96910

RE: Transmittal – Port Board of Directors Resolution

Dear Speaker Blas:

On behalf of the Board of Directors of the Port Authority of Guam, I am pleased to transmit the following resolution, duly adopted on December 30, 2025.

Resolution No. 2025-44

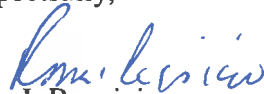
Relative to adopting the “Look Ahead 2026” Plan: Strategic Execution, Operational Durability, and Institutional Readiness at the Port Authority of Guam.

This Resolution reflects the Port’s deliberate evolution from stabilization and recovery toward disciplined delivery, operational durability, and long-term institutional readiness. Specifically, Look Ahead 2026 advances:

- Execution of critical infrastructure modernization projects.
- Sustained financial stability through disciplined controls and audits.
- Strengthened workforce resilience and operational readiness.
- Operational resilience during modernization to safeguard supply chain reliability.
- Implementation of sustainability and energy resilience initiatives.
- Preservation of governance integrity and institutional durability.

The Resolution directs the General Manager and all divisions to implement these objectives in support of Guam’s economic stability, regional commerce, and national security readiness.

Respectfully,


Rory J. Respicio
General Manager



38GL-26-1815
Messages and Communications

RECEIVED
COMMITTEE ON RULES
January 27, 2026

3:52 p.m.
Marie Crisostomo

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 FUTHER 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.

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

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



2026

LOOK AHEAD

PORT AUTHORITY OF GUAM



Strategic Direction and Key Priorities

Look Ahead 2026 reflects the Port Authority of Guam's transition from recovery and reform into sustained execution and delivery. With core systems strengthened and governance practices institutionalized, the Port is positioned to advance critical infrastructure modernization while maintaining operational reliability, workforce continuity, and financial discipline.

The focus for 2026 is disciplined execution, delivering major capital projects that reinforce Guam's role as a strategic maritime gateway, support economic stability, and strengthen national security readiness.

THE STRATEGIC FRAMEWORK

Aligning with Governor Lourdes A. Leon Guerrero and Lt. Governor Joshua F. Tenorio's Strategic Framework presented in a One Guam approach to the military buildup that requires substantial federal investment, this framework prioritizes Guam's key concerns with a focus on National Security.



KEY ELEMENTS

- The Department of Defense (DOD) commits to a strategic One Guam framework for a mutually beneficial outcome from the buildup.
- Advocate for increased defense spending outside the military fence to support civilian infrastructure, aligning with military objectives and benefiting both Guam and the Indo-Pacific region.
- Prioritize healthcare, infrastructure, and skilled labor, in line with national security interests and the military's Indo-Pacific Strategy and Pacific Deterrence Initiatives.
- Implement a One Guam approach to the Guam Buildup, including comprehensive healthcare, streamlined veteran's services, a skilled workforce (with H2B visa waiver program), robust infrastructure, defense access roads, and military spending outside the fence to enhance national security.

Port enhancements are among the Governor and Lt. Governor's following priority concerns (see Efficient Transportation of Goods and Services):

- Medical Complex, Integrated Healthcare System for Guam and Region: Ensuring healthcare facilities in Guam are equipped to provide excellent care, including modernizing the public hospital's infrastructure and related medical services and incorporating a veterans' facility.
- Efficient Transportation of Goods and Services: Advocating for federal support to enhance the efficiency and reliability of supply chain transportation and logistics networks in Guam, vital for a thriving economy.
- Road Infrastructure: Securing funding and technical expertise to improve road safety and connectivity, essential for residents' daily lives and strategic operations in Guam.
- Utilities, Telecommunications, and Cybersecurity: Focusing on reliable access to essential services and working to strengthen telecommunications and cybersecurity infrastructure, with an emphasis on facilitating necessary federal assistance.



STRATEGIC EVOLUTION OF THE PORT AUTHORITY OF GUAM, 2019-2026

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.

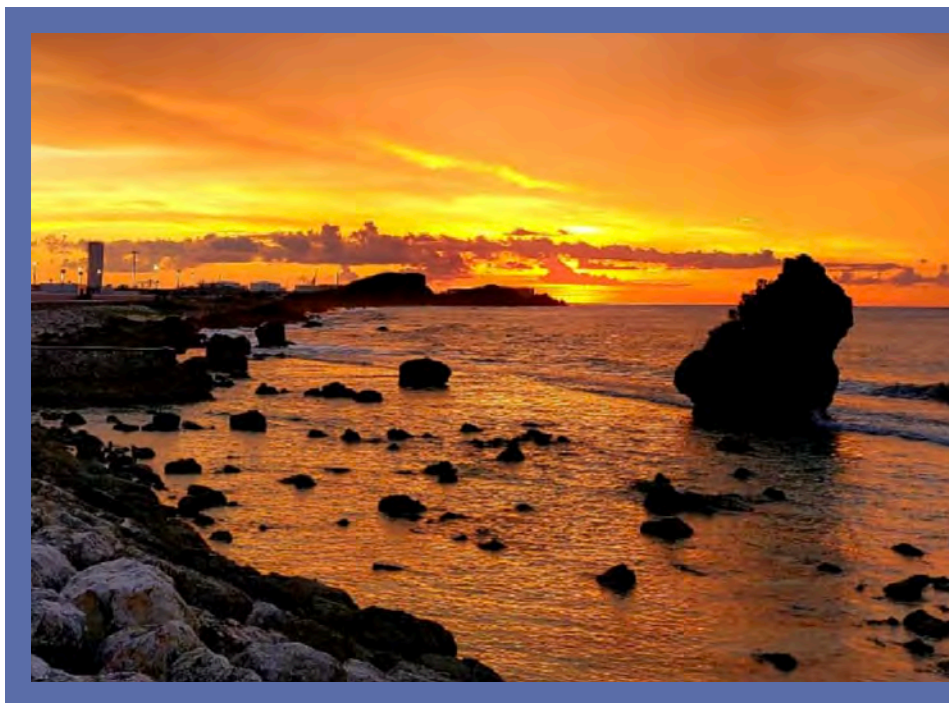
The Port's role in ensuring efficient transportation of goods and services remains central to Guam's economic stability and national security posture. In 2026, that role is measured not only by readiness plans, but by the Port's ability to execute projects while sustaining daily operations.



2019 - 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 - 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 - 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 - 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 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 - Recovery, Alignment, and Framework Development Amid External Pressures, including 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 - Institutionalizing Reforms, Reinforcing Financial Discipline, Strengthening Compliance Systems, and Preparing for Execution

During this period, Board Chairperson Dorothy Harris, Vice-Chair Conchita Taitano, Secretary Fe Valencia-Ovalles and Member Mark Mendiola alongside 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.

INFRASTRUCTURE MODERNIZATION FROM PLANNING TO EXECUTION

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

Priority areas include:



1

Ship-to-shore Gantry Crane Replacement and Transition Planning



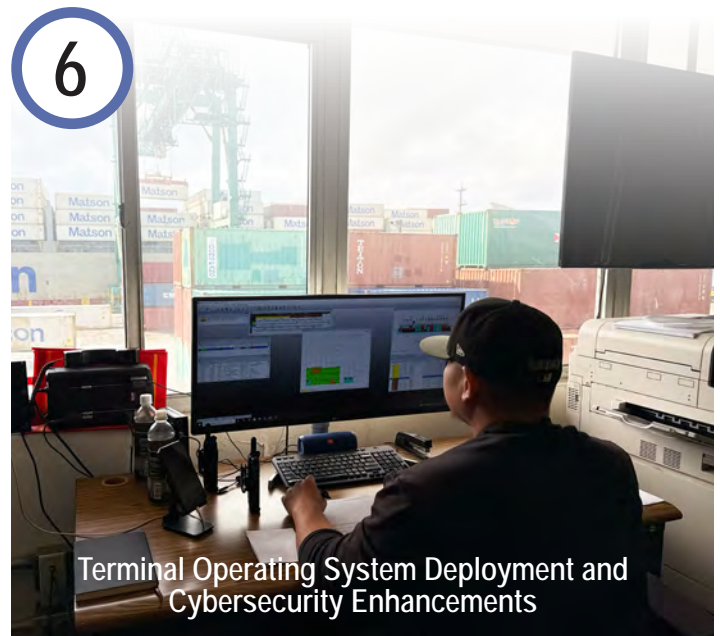
5

Area A Fuel Storage Rehabilitation



2

Fuel Pier Rehabilitation and Fuel Resilience



6

Terminal Operating System Deployment and Cybersecurity Enhancements



3

Wharf F2 through F6 Structural Hardening and Service Life Extension



7

Replacement of Obsolete Port Facilities



4

Hotel Wharf and Access Improvements (Subject to Funding)

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.

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.



WORKFORCE RESILIENCE AND LEADERSHIP CONTINUITY



The Port's workforce remains its most critical asset. This 2026 Look Ahead builds on workforce initiatives introduced in earlier years and are 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
- 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.

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.

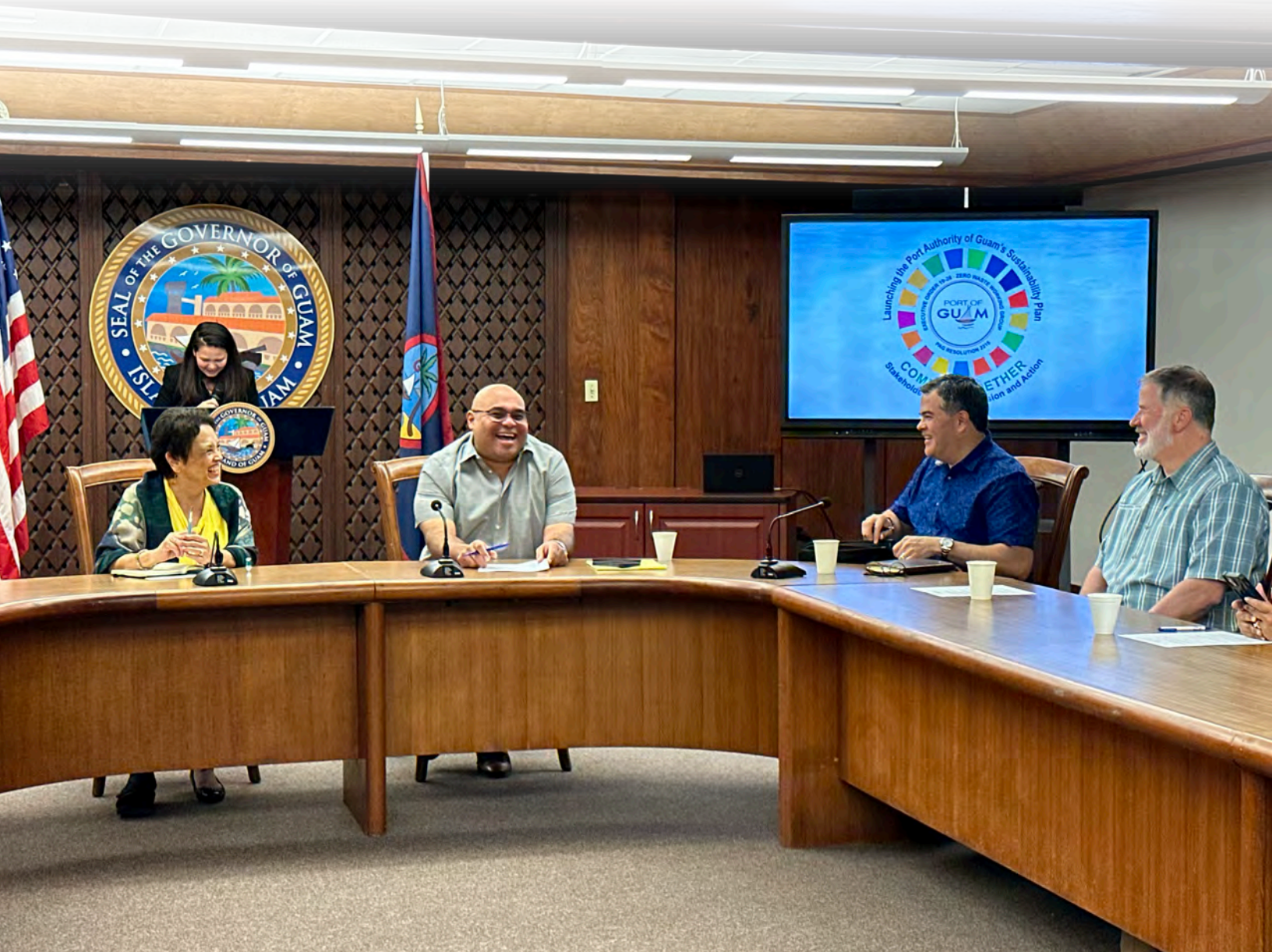


SUSTAINABILITY, ENERGY RESILIENCE AND FEDERAL ALIGNMENT



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

The 2026 Look Ahead 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.



AT THE HELM PORT AUTHORITY OF GUAM, BOARD OF DIRECTORS

Chairperson

Vice-Chair

Secretary

Member



Dorothy P. Harris



Conchita S.N. Taitano



Fe Valencia-Ovalles



Mark B.C. Mendiola



FACES OF THE PORT



General Manager's Office



Finance



Marketing and Communications



Strategic Planning



Harbor Master's Office



General Administration



Human Resources



Commercial

FACES OF THE PORT



Procurement and Supply



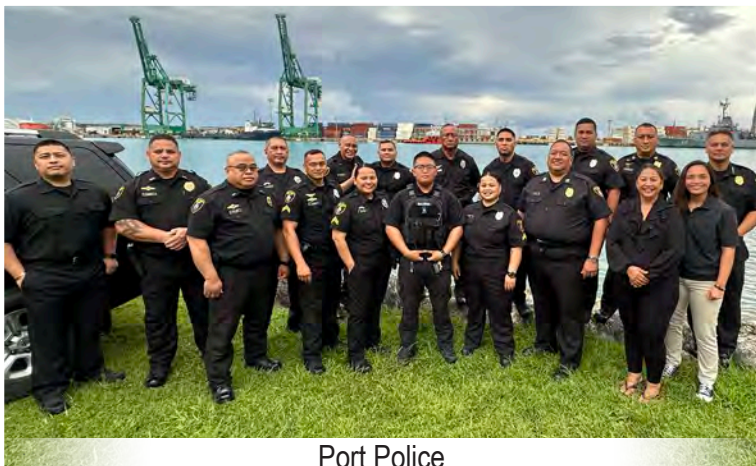
Occupational Health and Safety



Information Technology



CIP/Engineering



Port Police



Operations



Facility Maintenance



Equipment, Maintenance and Repair

FACES OF THE PORT

DAY SHIFT



Stevedoring Division

NIGHT SHIFT



DAY SHIFT



Terminal Division

NIGHT SHIFT



DAY SHIFT



Transportation Division

NIGHT SHIFT



A MESSAGE FROM THE CHAIR OF THE BOARD

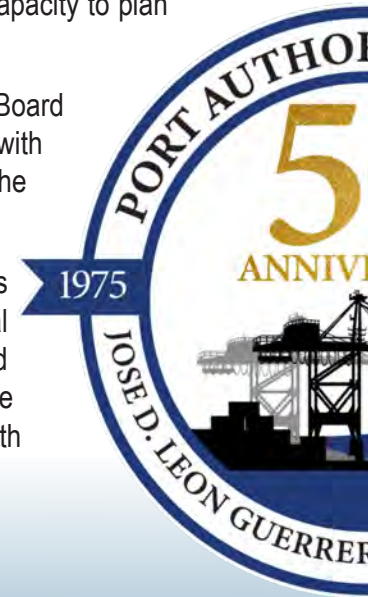
The Port Authority of Guam enters 2026 with a strong foundation and a clear framework for continued progress. On behalf of the Board of Directors, we present Look Ahead 2026 as a statement of direction, oversight, and accountability for the years ahead.

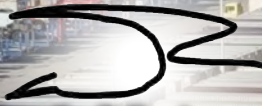
As the Port marks its fiftieth year as a commercial port, the Board also recognizes the resilience of the workforce that has sustained operations across decades of change. Through economic cycles, global disruptions, and evolving demands, Port employees have ensured continuity of service and reliability for Guam. This milestone reflects institutional endurance built over time through disciplined governance, stable systems, and clear accountability.

Over the past several years, the Board has worked in close coordination with the General Manager to strengthen governance, reinforce financial accountability, and embed compliance practices that support consistent decision-making and reliable operations. These efforts have improved the Port's financial standing and strengthened the Port's capacity to plan and execute critical infrastructure investments responsibly.

Look Ahead 2026 reflects the Board's ongoing role in guiding the Port's strategic direction. The Board remains focused on policy clarity, risk management, financial stewardship, and long-range alignment with Guam's economic, infrastructure, and security needs. Oversight remains active and continuous as the Port advances modernization and operational improvements.

As major capital projects move forward, the Board is committed to ensuring that modernization is balanced with uninterrupted daily operations. The Board recognizes that workforce planning, financial stability, safety, organizational continuity, and cross-division coordination must be supported by sound systems, and it acknowledges these matters as part of its oversight within the Port's governance framework. The Board will continue to support transparent governance, constructive engagement with executive leadership, and collaboration with local and federal partners.




Dorothy P. Harris
Chairperson
Port Board of Directors

A MESSAGE FROM THE GENERAL MANAGER

As Guam's lifeline, the Port Authority of Guam enters 2026 with sustained momentum and a clear focus on execution, durability, and long-term readiness. In its fiftieth year as a commercial port, this moment reflects not only where the Port is going, but what it has endured and overcome.

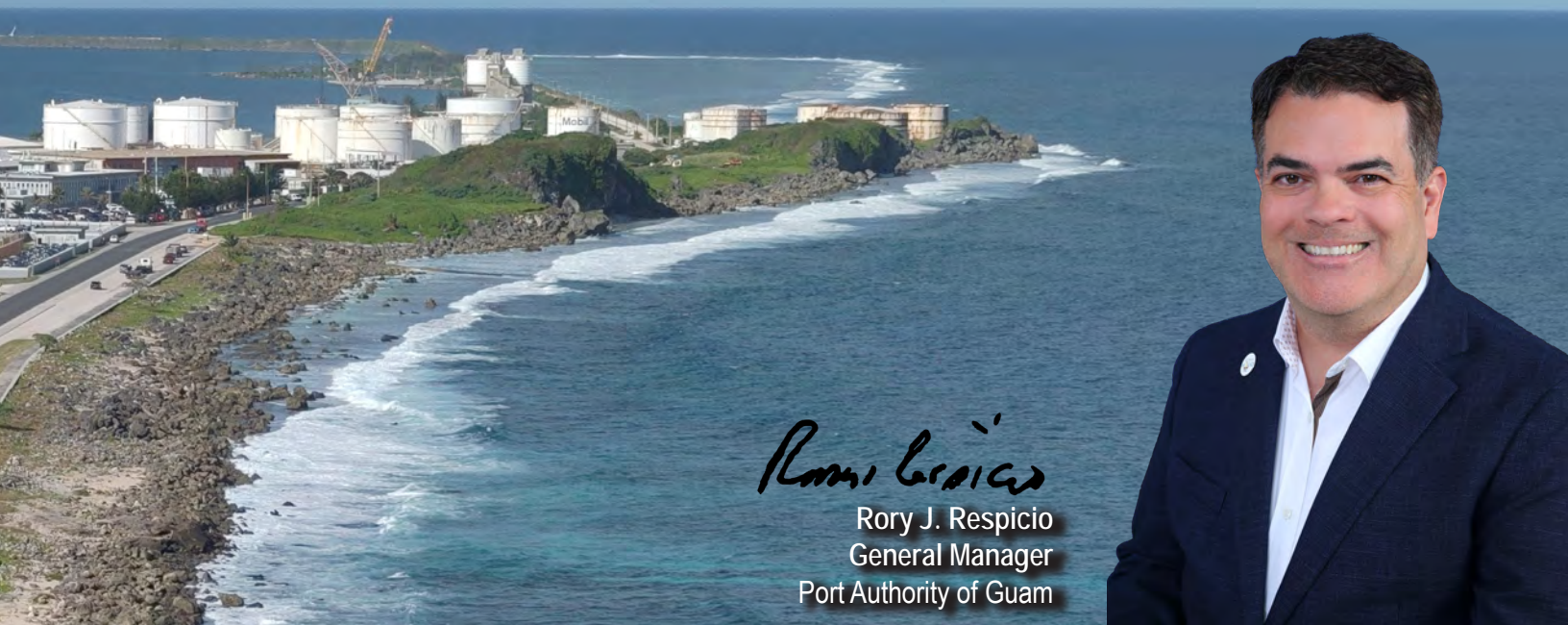
With the continued support of Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, and the Port's Board of Directors, our organization has moved beyond recovery and reform into a period defined by disciplined delivery and operational resilience.

For five decades, the Port has weathered economic cycles, global disruptions, natural disasters, and evolving national security demands. Through it all, Port Strong employees have carried the mission forward. Their resilience, professionalism, and commitment have sustained operations through uncertainty and change, ensuring Guam's supply chain remained intact when it mattered most. The fiftieth anniversary is a testament to that collective endurance and the strength built over time.

Over the past several years, the Port has strengthened governance systems, embedded financial accountability, and institutionalized compliance practices that support reliable decision-making and uninterrupted operations. These efforts, reinforced by consecutive clean audits, improved bond ratings, and restored risk protections, have positioned the Port to advance major infrastructure modernization while safeguarding financial stability and workforce continuity.

In 2026, the Port's commitment remains centered on executing critical capital projects, while maintaining daily operations. Workforce readiness, financial discipline, succession planning, safety, and operational coordination remain foundational, ensuring systems and practices endure beyond individuals.

The Port Authority of Guam remains committed to supporting Guam's economic vitality, energy resilience, and national security mission through disciplined execution, transparent governance, and sustained collaboration with local and federal partners. The Port continues to strengthen its role as a resilient and dependable maritime gateway in the Indo-Pacific, serving Guam today while preparing for the demands of tomorrow.



Rory Respicio

Rory J. Respicio
General Manager
Port Authority of Guam



Years of Service



PORT STRONG!



**CONNECT
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