



Look Ahead 2025

Strategic Vision and Key Priorities

Introduction and 2024 Highlights

- Port handles 90% of incoming goods and 30% military-related operations
- Focus on sustainability, infrastructure resilience, and workforce development
- Secured EPA Clean Ports and DERA funding
- Board approval to seek bond financing
- Advanced fuel infrastructure upgrades via public-private partnership (P3)
- Real-time financial monitoring implemented



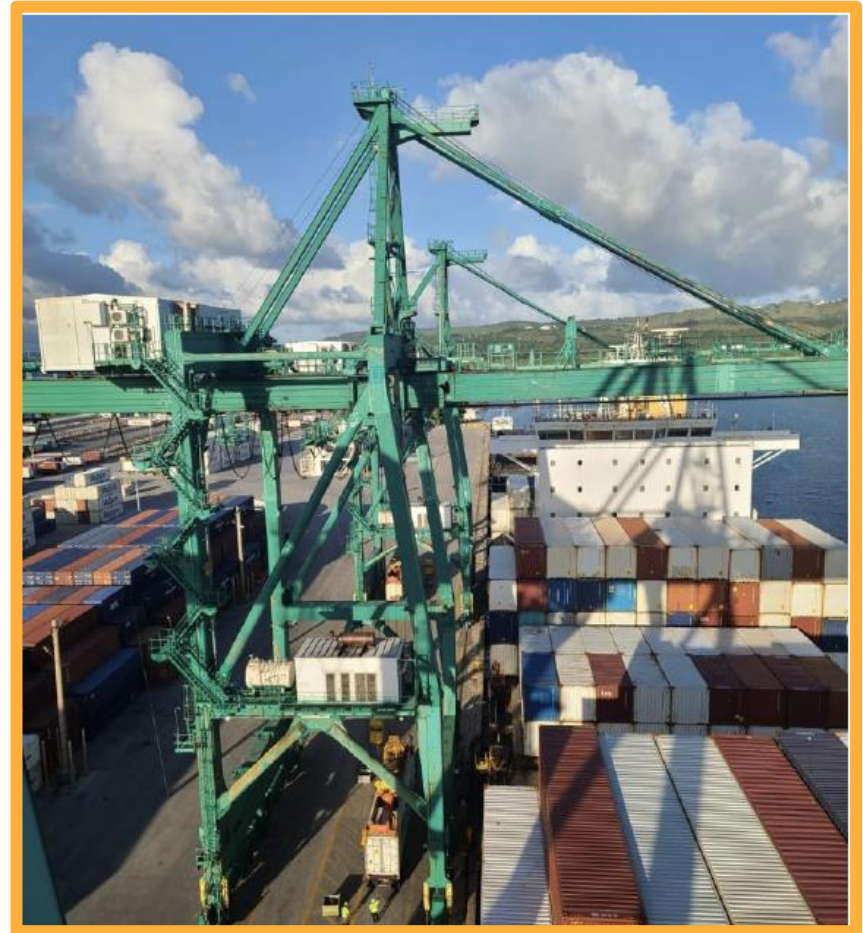
Governor and Lt. Governor's Strategic Framework

- Aligned with Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio's One Guam Strategic Framework and Indo-Pacific Strategy
- Advocate for defense spending to support civilian infrastructure
- Focus on healthcare, infrastructure, and skilled labor
- Enhance road infrastructure, utilities, telecommunications, and cybersecurity



STS Crane Replacement

- Aging cranes over 40 years old; urgent replacements needed
- DoD gap analysis highlights risk of readiness delays up to 4 years
- Secured funding for one crane; need three replacements
- Address cybersecurity risks and secure additional federal funding



Port's 2023 Master Plan and Ongoing Priority Initiatives

Fuel Pier Replacement

- Golf Pier damaged during Typhoon Mawar
- Aging F1 Pier vital for Guam's fuel supply chain
- Board-approved public-private partnership (P3) for financing
- Progress ensures minimal strain on Port resources



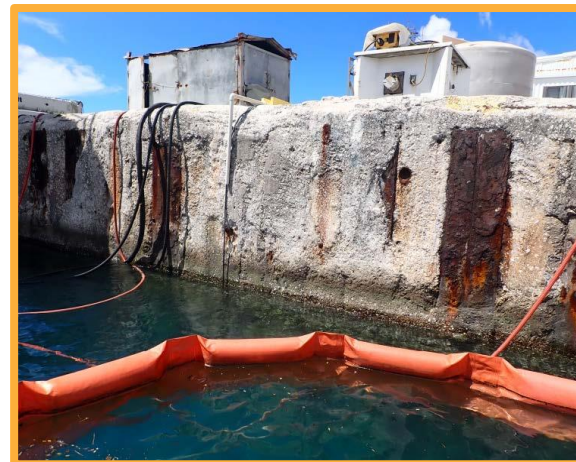
Hotel Wharf and Access Roadway Rehabilitation

- \$100 million project for reconstructing 1948-era wharf
- Upgrade access roadways to support modern cargo operations



Wharf Replacement (Berths F2 through F6)

- \$17.9 million RAISE grant and \$3.58 million from Port funds
- Upgrade 1960s-era berths for earthquake resilience
- Supports container, bulk, and general cargo operations
- Critical for Guam's commercial and defense activities



Area A Fuel Storage Facility Rehabilitation

- Replace above-ground fuel storage tanks and infrastructure
- Meet growing local, regional, and defense fuel demands
- Public-private partnership (P3) model in RFP phase
- Requires approvals from Board, Legislature, and Governor



Port's 2023 Master Plan and Ongoing Priority Initiatives

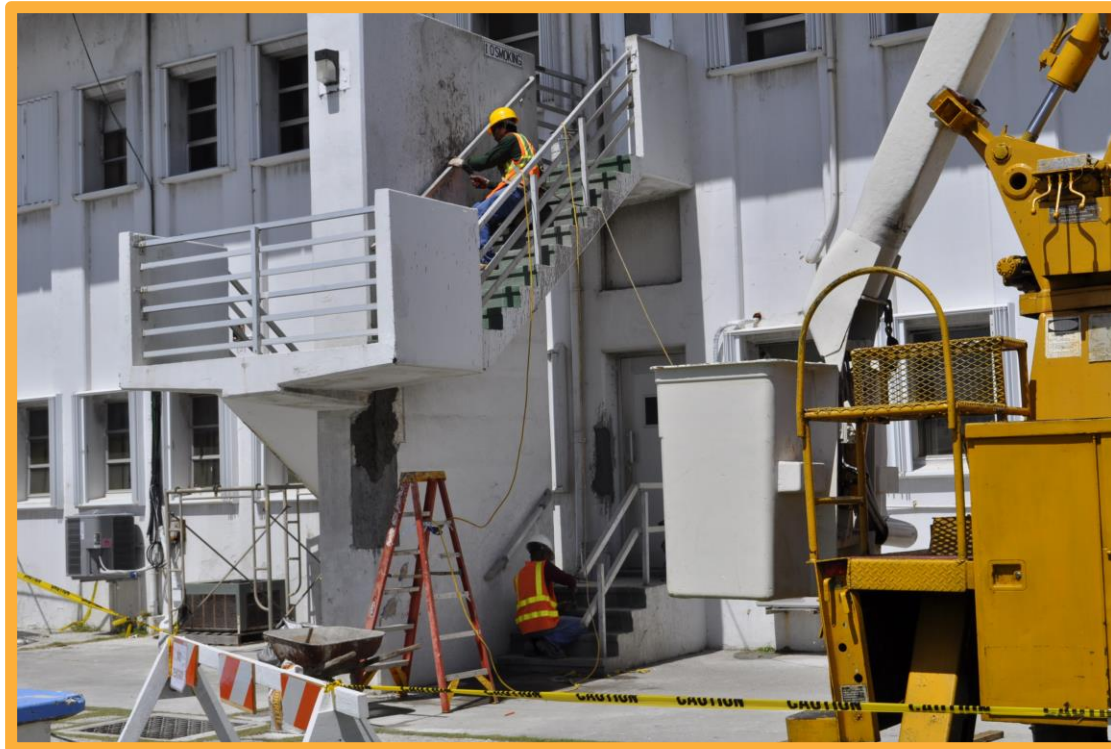
IT Improvements

- Upgrades to Terminal Operating System (TOS) and IT infrastructure
- Strengthen cybersecurity through training and best practices
- Integrate IT systems with operational technology (OT)
- Focus on IT succession planning and cross-training



Port Buildings Demolition & Replacement

- Replace outdated 1960s structures
- Modern facilities tailored to current and future needs
- Supports operational efficiency and readiness
- Enhances infrastructure resilience



Port's 2023 Master Plan and Ongoing Priority Initiatives

Succession Planning

- Formal succession planning for future leadership
- Mentorship and leadership training programs
- Desk Audit Policy to align roles and identify skill gaps
- Out-of-Position Assignments certified by the General Manager
- Cross-training for workforce flexibility and resilience



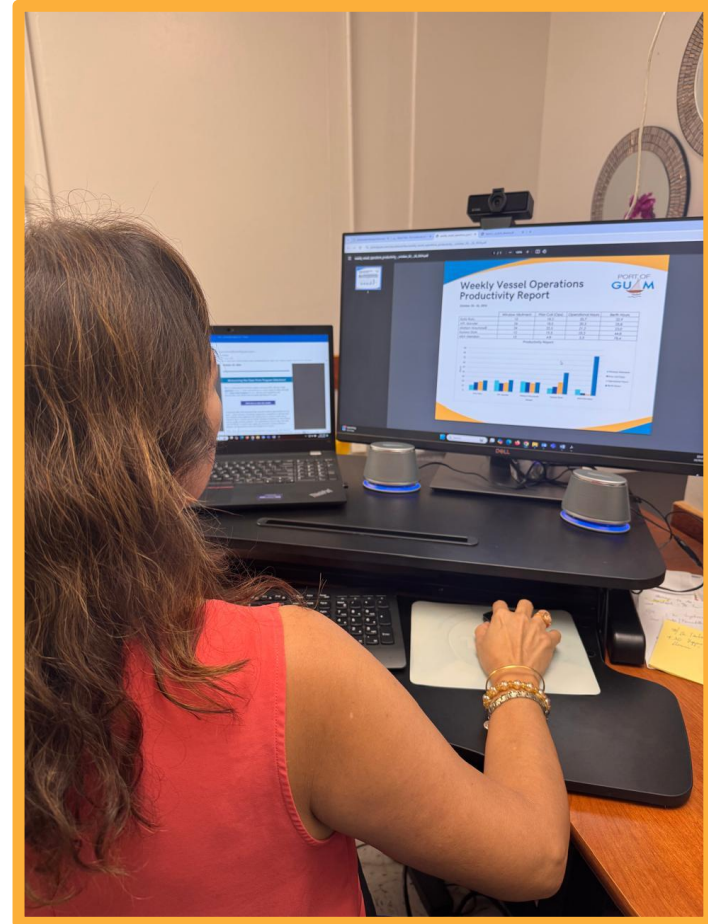
2025 Roadmap: Strategic Priorities

- Emphasize resilience, operational excellence, and sustainability
- Strengthen Guam's role as a hub for commerce and defense
- Complete essential upgrades: Area A Fuel Storage, wharf modernization, crane replacements
- Leverage Public-Private Partnerships (P3s) for large-scale projects



Workforce Development and Employee Engagement

- General Manager's Desk Audit Policy: Align roles, eliminate redundancies, and identify skill gaps
- Enhance employee morale through recognition, team-building, and flexibility
- Out-of-Position Assignments certified by the General Manager
- HR Process Automation: Streamline evaluations, verifications, and management
- IT-specific initiatives: Cross-training, succession planning, mentorship programs
- Safety and Emergency Preparedness: Certifications and crisis training



Maintain Operational Efficiency and Capacity

- Optimize vessel operations with service standards and schedules
- Align decisions with financial objectives for cost efficiency
- Use data-driven tools to monitor metrics and address underbilling
- Ensure CBA compliance for overtime tied to vessel operations



Maintenance and Equipment Reliability

- Automate preventive and predictive maintenance systems
- Reduce equipment downtime and improve reliability
- Strengthen vendor collaboration for timely spare parts
- Use automated budget dashboards for real-time resource allocation



Financial Strategy

- Address underbilling and align data with financial systems
- Ensure transparency and compliance with tariff initiatives
- Sustainable debt management with board-approved bond financing



Commercial Division and Tenant Relations

- Streamline lease management workflows
- Strengthen compliance processes for tenant non-compliance
- Enhance tenant relationships with the Tenant Feedback System
- Improve service delivery and communication



Sustainability and Environmental Initiatives

- Set goals for emissions reduction, waste management, and energy efficiency
- Leverage the Zero Emission/Zero Waste Study for operations
- Secure EPA Clean Ports funding for green initiatives
- Strengthen Environmental Compliance Administrator's oversight role



National Readiness and Federal Collaboration

- Advocate for the Port Readiness Plan
- Align projects with national security priorities
- Pursue federal funding for infrastructure and crane upgrades
- Develop resilience initiatives and update strategic white paper



Conclusion: Vision for the Future

- Prioritize modernization, workforce development, and sustainability
- Public-private partnerships to fund critical projects
- Address infrastructure challenges for operational efficiency
- Ensure resilience for Guam's commerce and defense needs

