



**PORT OF GUAM**  
*ATURIDAT / 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

Thursday, April 25, 2024

Virtual Board Meeting

3:00 p.m.

### A G E N D A

- I. CALL TO ORDER
- II. ELECTION OF OFFICERS
- III. APPROVAL OF MINUTES
  1. September 28, 2023 – Regular Board Meeting
- IV. PUBLIC COMMENTS:
  - a. Public Comments
  - b. Employee Comments
  - c. PAGGMA Association
- V. GENERAL MANAGER'S REPORT
- VI. OLD BUSINESS
  1. Realignment of Port Organizational Structure and Amendment of Job Standards.  
REF: Board Resolution No. 2023-15 Relative to authorizing the General Manager to proceed with realignment of the PAG's organizational structure and to amend classified job specifications and to retire vacant, obsolete positions to streamline roles and responsibilities and optimize organizational effectiveness.
- VII. NEW BUSINESS
  1. Adoption of Board Resolution No. 2024-01 Relative to authorizing the Port Authority of Guam General Manager to temporarily pause H-wharf construction, procure additional gantry cranes, and establish comprehensive strategic measures for Port operational enhancement and financial reallocation.
  2. Adoption of Board Resolution No. 2024-02 Relative to adopting the "2024 Look Ahead" Plan: A resolution for sustainability, security, and strategic growth at the Port Authority of Guam.
  3. Adoption of Board Resolution No. 2024-03 Relative to advancing sustainable energy by formally requesting the Consolidated Commission on Utilities (CCU) to facilitate strategic LNG integration and ESG-focused collaboration work sessions between the Port Authority of Guam and the Guam Power Authority.
  4. Adoption of Board Resolution No. 2024-04 Relative to petitioning the Public Utilities Commission (PUC) for the approval of the award to American Material Handling for the purchase of nine (9) terminal yard tractors.
  5. Adoption of Board Policy Memorandum No. 2014-01 Credit Card Policy (revised).
  6. Adoption of Board Policy Memorandum No. 2019-01 Travel Rules & Regulations (revised).
  7. Authorization to proceed with request for creation of position: Environmental Compliance Administrator.
  8. Acceptance of Performance Evaluation of General Manager Rory Respicio with corresponding increment based on rating.
  9. Acceptance of Performance Evaluation of Deputy General Manager Dominic Muna with corresponding increment based on rating.
  10. Acceptance of Performance Evaluation of Deputy General Manager Pacifico Martir.
- VIII. ADJOURNMENT



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**MINUTES OF THE  
REGULAR MEETING OF THE BOARD OF DIRECTORS  
Thursday, September 28, 2023**

**I. CALL TO ORDER**

The Acting Chairperson called the regular meeting of the Board of Directors to order at 3:15 p.m., Thursday, September 28, 2023. Present at the meeting were:

Dorothy P. Harris, Vice Chairperson  
Dr. Judith P. Guthertz, Board Secretary  
Conchita S.N. Taitano, Board Member  
Rory J. Respicio, General Manager  
Dominic G. Muna, Deputy General Manager, Operations  
Pacifico R. Martir, Deputy General Manager, Admin/Finance  
Atty. Jamie L. Canto, Port Staff Attorney

Also present was Port Staff and Ernest & Young Representatives: Rizalito Paglingayen, Olyca Llanes, James Whitt, and Claudine Rom.

**II. APPROVAL OF MINUTES**

a. **August 31, 2023 – Regular Board Meeting:** Director Guthertz made motion to approve the minutes of August 31, 2023, subject to correction. The motion was seconded by Director Taitano and was unanimously passed.

**III. PUBLIC COMMENTS**

- a. **Public Comments:** None.
- b. **Employee Comments:** None.
- c. **PAGGMA Association:** None.

**IV. GENERAL MANAGER'S REPORT**

**1. Acquisition of Container Handlers.**

- **Empty Container Handler (Side Loaders).** On September 5, 2023, the Port Authority received two of three new Taylor-make Empty Container Handler cargo handling equipment. The estimated time of arrival of the third equipment is next month.
  - PAG Operators training was conducted on September 11, 12 & 15 for familiarization of the new asset and any updates to the systems.

- PAG Mechanic orientation was held on September 11 for any updated manufacture changes in comparison to the old equipment.
- **Loaded Container Handler (Top Loader).** On September 13, 2023, the Port Authority received two new Taylor-make Loaded Container Handler cargo handling equipment.
  - The first training and orientation for PAG Operators and Mechanics was held this morning for familiarization of the new equipment system in comparison to the old equipment.

This acquisition was made possible through the America's Marine Highway Program grant, US DOT Maritime Administration at a shared cost of \$5.7M AMH grant and PAG at \$3.6M. The AMH grant further provides for the purchase of five 5.5-ton forklifts; one 180-foot boom lift; nine container yard tractor trailers; and two 40-plug mobile reefer generators. This expands the Port's fleet of specialized container yard equipment. All equipment under this grant program are subject to the Build America, Buy America Act (BABAA) requirements.

2. **Port Owner's Agent/Engineering.** The Port's OAE Consultant – WSP, arrived on September 18-22, 2023 to continue discussions on the Port's Modernization Program. Discussions include: update on environmental assessment, capital improvement projects status update, facility maintenance, port security update, tariff simplification, terminal operating system update, Golf Pier and Pier F1 concepts, STS gantry cranes, HABS/HAER study update, master plan update, IT master plan, military readiness, and hotel wharf update.
3. **Property and Liability Insurance Coverage for Port Authority.** AM Insurance has provided the Port with the premium cost for Fiscal Year 2024 which is estimated at \$4,936,637.38—an increase of \$1,391,554.08 from last year's premium rate. The insurance policies which increased were the property insurance and automobile insurance—the remaining policies' premiums (marine liability, directors & officers' liability and crime insurance) remained status quo. The increase was due to the rise in values by 13%. The Port has engaged with its real estate appraiser, Milo Appraisal, to conduct appraisals on the Port properties. Once completed, discussions will be held with AM Insurance to ensure the Port's property insurance is insured at its appraised values.
4. **Legislative Confirmation Hearing for PAG Board.** A legislative confirmation hearing was held on September 8, 2023, for the Governor's re-appointment of Ms. Dorothy Harris and Dr. Judith Guthertz to serve on the Port Authority Board. Legislative action on the confirmation has yet to be determined. The General Manager stated the following:

***Legislative Confirmation Hearing Concerns***

During the recent Legislative Confirmation Hearing for our two Board of Directors nominees, numerous misstatements and allegations were made by a few lawmakers regarding the Port. I was not provided the opportunity to respond during the hearing so I would like to take this time to clear up the issues that were raised.

Allegation that the Port paid former Attorney General Leevin Camacho \$28,000:

ANSWER: The Port paid the \$28,000 to Mr. Camacho for work he did prior to becoming elected as Attorney General of Guam.

Allegation that the Port is only hiring Administration employees and not employees for operations:

ANSWER: After reviewing our recruitment records from January 2019 to present, our records do not reflect the statements made by Senator Brown. The Port's records indicate that majority of personnel hired were for the Operations and Maintenance Divisions. We continue to uphold the integrity and transparency of the Port Authority in regards to recruitment. During the fiscal year 2019, the Port hired a total of 13 Administrative positions for various divisions and 14 operation/maintenance positions. In Fiscal Year 2020 there were a total of 10 administrative positions and 10 operation/maintenance positions recruited. In the following year fiscal 2021, a total of 12 administrative positions were recruited, and 39 operation/maintenance positions. Fiscal Year 2022, 13 administrative positions and 42 operation/maintenance recruitment. In this fiscal Year 2023, a total of 9 administrative and 37 operation/maintenance positions were recruited.

The above numbers clearly indicate that the majority of the positions recruited from fiscal 2019 to the present have been for the operations/maintenance divisions. These divisions include Stevedoring, Transportation, Terminal, Facility, Equipment Maintenance, and Port Police Division.

Allegations that the Port's finances are not stable:

ANSWER: On August 28, 2023, the Port Authority of Guam once again achieved low-risk auditee status. This is the fourth consecutive year in a row that the Port got this designation since the time that it failed to get this designation in Fiscal Years 2017 and 2018. Independent auditors Ernst & Young (EY), rendered the unmodified (clean) opinion of the Port for FY 2022 financial statements and compliance over major federal programs. Also, no material weaknesses and significant deficiencies in internal controls were identified by the auditors. Furthermore, Public Auditor Benjamin J.F. Cruz said of the recent audit, "These clean, low risk status audits for the past four years demonstrate strong leadership and management from the GM and his team of dedicated, qualified, and Port-strong employees. The Port's level of professionalism and attention to the Rule of Law, transparency, and accountability is admirable."

PAG concluded FY 2022 with a net position of \$26.4 million (M), marking an increase of \$12.6M (or 91%), from FY 2021's net position of \$13.8M. PAG's operating revenues increased by \$2.6M, from \$55.1M in FY 2021 to \$57.7M in FY 2022. With regard to debt service, under the bond indenture agreement, the Port is required to maintain a minimum debt service coverage ratio of 1.25. In Fiscal Year 2022, the Port's Annual Debt Service Coverage Ratio was 3.66.

Besides the positive results in the annual audit since Fiscal Year 2019, the Port's financial performance is annually reviewed by two of the Big 3 Credit Rating Agencies. They are Moody's Investor services and Standard and Poor's (S&P). Since 2021, the Port continues to maintain their investment grade rating of A and Baa2 from S & P and Moody's respectively. Both rating agency issued a stable outlook since 2021.

Moody's have indicated in their reports that the credit strengths of the Port are low leverage, solid liquidity and monopoly position as the sole commercial port in Guam. A lower financial leverage ratio is usually a mark of a financially responsible business with a steady revenue stream. Even if a company behind it is running significant debts, an exceptional financial leverage ratio tells potential shareholders and credit agencies that a business poses minimal risk and is likely worth an investment.

S&P's overall assessment of the authority's enterprise profile is strong, reflecting very strong economic fundamentals, an adequate market position, and strong governance. They further stated in their report that the authority's management and governance are considered strong, reflecting their view of the port's strategic positioning, risk and financial management, and organizational effectiveness. The authority has historically operated in a fiscally prudent manner, implementing tariff increases as needed, building and maintaining cash reserves, and obtaining grant funding that minimizes reliance on debt issuance to meet capital needs.

*Allegations that the Port did not have the authority to waive storage fees for the GPA modules for the generators:*

ANSWER: In the October 27, 2022 Board of Directors meeting, I reported on the arrival of 12 generator modules for the new Ukudo Power Plant. I stated the revenue tons for the modules range between 135.70 to 173.90 tons. Because of the special type of cargoes to be unloaded, the Port authorized the contractor to conduct "under the hook" operation which will allow the crew ship to operate the winches to off load the modules onto specialized trailers and transport such modules at a staging area in the terminal yard. To ensure that the container yard was not impacted as a result of the weight of the cargoes, the modules were staged on jacks and remained at the Port until permit was issued by Department of Public Works to transport the cargoes to the Dededo project site. The first DPW permit issuance occurred on February 4, 2023 and the last issuance was on June 16, 2023. I also stated at the board meeting that one of the biggest concerns regarding this cargo was the storage fees. According to the Port Terminal Tariff, the cargo has a free storage period of 5 days and afterwards storage fees will be assessed. If the Port qualified the storage fees, the Port may be collecting \$3.5 to \$4 million. However, if the Port were to collect such fees, it would have to be paid by GPA who in turn will likely transfer it to the rate payers. The decision to extend the storage fees was made in the best interest of all the ratepayers of Guam. *Please see attached letter to the contractor regarding the extension.*

It should be noted that the extension of the storage period was only for the 12 heavy modules and not for other components related to this project. All of the components were off-loaded and issued within the 5-day free storage period.

*Allegations that Board members are being “compensated” for their work:*

ANSWER: Board members are paid a stipend of \$50.00 per meeting. Vice Chairperson Dorothy P. Harris donates her monthly stipend to the Port’s employee association which is called the Port Authority of Guam Goodwill and Morale Association (PAGGMA). The stipend for the Board members is established under Guam law and can be found at 12 GCA Chapter 10 §10103(d), “*Directors shall be paid Fifty Dollars (\$50.00) per meeting but not to exceed One Hundred Dollars (\$100.00) a month.*”

*Allegations that information on board meetings – specifically January, March, May and June 2023 – was not on the website:*

ANSWER: Information on all of the board meetings including notices, minutes, agendas, resolutions, quarterly reports, travel reports and live stream video is on the website and constantly updated. There were no meetings scheduled for January, March and June. There was a board meeting scheduled for May 25, 2023 and it was properly noticed on the website at <https://www.portofguam.com/about-us/board-directors/board-meeting-notice> and at [https://go.opengovguam.com/meetings\\_list/port](https://go.opengovguam.com/meetings_list/port) however that meeting was cancelled due to Typhoon Mawar.

Information on our Board of Directors can be found at the following locations on our website:

- <https://www.portofguam.com/about-us/board-directors/board-resolutions>
- <https://www.portofguam.com/about-us/board-directors/board-meeting-minutes>
- <https://www.portofguam.com/about-us/board-directors/board-meeting-notice>
- <https://www.portofguam.com/about-us/board-directors/board-members>
- <https://www.portofguam.com/quarterly-board-directors-report>
- <https://www.portofguam.com/travel-reports>

Furthermore, all of our board meetings are streamed live on our website and on Facebook and the links for the live streams are:

- <https://portofguam.com/meetings-videos>
- <https://www.facebook.com/portauthorityofguam>

*Allegations from Senator Telo Taitague that she did not receive a copy of the correspondence from Vice Chairperson Dorothy P. Harris transmitted to lawmakers on July 7, 2023:*

ANSWER: PAG Board Vice Chairperson Dorothy P. Harris wrote a letter with 67 pages of attachments to our oversight Chair Senator Amanda L. Shelton and all senators were copied on the correspondence. An email of the correspondence and attachments was transmitted to all senators – including Senator Telo Taitague – at 5:12 p.m. on July 7, 2023. Senator Telo Taitague received a copy of this correspondence and all attachments to her email at [senatortelot@gmail.com](mailto:senatortelot@gmail.com). Speaker Therese M. Terlaje acknowledged receipt of the correspondence at 8:30 a.m. on July 8, 2023. *Please see attached the documents pertaining to the transmittal to Senator Taitague and acknowledgement by the Speaker.*

*Allegations regarding the Training Assignment of the Port's Procurement & Supply Manager:*

ANSWER: The Port's Procurement & Supply Manager was sent to the General Services Agency (GSA) of the Department of Administration to receive procurement training in order for her to be able to efficiently perform her duties and responsibilities as the Port's Procurement & Supply Manager. This type of Training Assignment is not unusual as the former General Manager assigned procurement staff to GSA for training as well and often their Training Assignments spanned a period of more than one year. *Please see attached the documents pertaining to this Training Assignment.*

**5. General Manager's Notes for YTD Finances. We are providing the following summary for August 31, 2023:**

**REVENUES AND CARGO THROUGHPUT:**

- The Port's Total YTD Operating revenue for August 31, 2023, is \$54.5 million, 3.4% or \$1.9M lower than the YTD August FY 23 budget projection of \$56.4M. As of August 31, the total Cargo revenues (Cargo throughput and other cargo related revenues) is \$44.4 million, which is higher by 1.0% or \$423K as compared to YTD August budget of \$44.0 million.
- The total number of containers handled as of August 31, 2023, is 78,410, 3.4% or 2,792 containers lower than last year's August 2022 YTD total of 81,202. The total tonnage for breakbulk cargos as of August is 191K revenue tonnage, which is 45% higher as compared to last year August total of 131K revenue tonnage.

**OPERATING EXPENSES:**

- Overall Operating expenses, as of August 31, 2023, is \$50.1M, which is 2.8% or \$1.3M higher than the YTD budget for August with a total of \$48.7M. The current total expense as of August is 94% of the total approved FY2023 Budget in the amount of \$53.1M. Typhoon related expenses that were incurred in May, June, July and August are included in the total expenses. These expenses are not part of the approved budget. Port is currently submitting labor, benefits and other related typhoon expenses to FEMA and Insurance for future reimbursement.

**OVERTIME EXPENSE AND DIRECT LABOR REVENUE:**

- YTD Overtime for Divisions involved in Operations is \$1.7M, 20% or \$280K higher than the overtime budget for YTD July at \$1.4M. The OT for the month of August is \$103K which is 33% or \$51K lower than July's number of \$155K. Note that some of the OT expenses are typhoon related expenses, that are being claimed for reimbursement to FEMA and Insurance.
- Direct Labor reimbursement is \$3.4M, 5.9% or \$216K lower than the FY23 budget of \$3.6M.

Here is the breakdown:

Direct Labor Revenue:	\$ 3,427,948
Operations Overtime:	\$ <u>1,670,879</u>
Variance:	\$ 1,757,069

**YTD OPERATING REVENUES MINUS YTD EXPENSES:**

- Operating revenues minus operating expenses resulted in an operating income of \$4.4M. The final result for August is a net income of \$6.0M, after adding the net of Other Income/Expenses totaling \$1.5M.

*Note: \$1.0M is a net balance of Other Income and Expense composed of Interest Income, Interest Expense, Federal Reimbursements, Federal Expenses, Retirees COLA, Supplemental, Medical and Dental, and Other Non-Operating Income & Expenses.*

Other Financial Highlights, as of August 31, 2023:

- The debt service ratio as of August 31, 2023, is 2.01. This is 61% higher than the Bond Indenture Debt service ratio requirement of 1.25.
- Days Cash on Hand is 900 days, 80% or 400 days higher than the 500 days requirement of Moody's Rating agency.

Projected Annual Debt Service Coverage	2.01
Debt Service Coverage Requirement	1.25
Variance	0.76
% Above the Indenture Requirement	61%

**6. Grant Awards and Ongoing Grant Submissions**

- **USDHS/FEMA Port Security Grant Program.** The Port received \$124,779.00 from the 2023 PSGP that included the following Investment Justifications (projects):
  - Acquisition of Two (2) Port Police Boat Trailers
  - Acquisition of Port Police laptop and accessories
  - Acquisition of Port Police PPEs
- **U.S. Economic Development Administration (EDA) Fuel Pipeline Connectivity Project.**
  - A/E designer, AmOrient, and sub-consultants are currently working on the following ongoing tasks: geotechnical investigations; topographic survey; 30% design; and environmental permits.



- Surveyor completed draft topographic survey and is currently verifying existing underground utilities.
- Anticipated delivery date of the 30% Design Submittal is November 13, 2023.
- **Department of Agriculture Grant (DOAg)**
  - **Agat Marina Dock B Construction.** The Official NTP was issued to AIC International on August 4, 2022. Project completion is 243 calendar days from NTP issuance, including obtaining all permitting requirements.
    - During August 28 to September 16, 2023, the contractor (AIC) made significant progress on dock improvements and steel pile repairs as indicated: Installed gate security measures and conducted water line tests. Performed electrical maintenance and cabling work. Completed insulation tests and cable terminations on pedestals. Confirmed no water leaks in Hydrostatic Water Pipeline Test Reports. Prepared for steel pile repairs. Mobilized Trident Cross and received repair methodology. Replaced an old valve with a new brass gate valve. Assisted in cutting and removing existing steel piles (P-2 to P-7). Schedule extended to November 10, 2023, due to weather and design challenges.
    - PAG Engineers oversaw site activities, conducted inspections, and participated in testing procedures. Guam EPA reviewed Best Management Practices. Overall, progress is steady, ensuring project quality and integrity despite setbacks.
- **Gantry Crane Acquisition.**
  - **Acquisition of an STS Gantry Crane by the PAG.** A US DOT MEGA Grant Program grant application was submitted on August 21, 2023 with the aim of securing funding for the acquisition of three (3) gantry cranes. As of September 21st, the application has been retrieved by the Grantor agency and is now under review and consideration for Federal funding.
  - **USDA Direct Loan.** PAG Finance was assigned to develop a request for proposal to select a lender to provide commercial loan financing for replacing the PAG's Ship-to-Shore Gantry Cranes and acquiring additional cargo handling equipment, e.g., Tractors, Telescopic 150 Ton Crane, Top lifters, and Forklifts. PAG will be guided by the USDA Communities Facilities Rural Development Leadership, PAG Legal Counsel, and PAG Procurement Team moving forward. *Status Update:* Status quo.
- **MARAD Marine Highway Program.** The Grant Agreement for MARAD FY 2022 America's Marine Highway (AMH) was effectuated on August 4, 2023. PAG Procurement Division issued purchase orders for two (2) 40-ton loaded container handlers and three (3) 10-ton empty container handlers on August 4, 2023, and stipulated delivery by September 5, 2023.

- **Office of Local Defense Community Cooperation.** PAG received Grant Award notification on August 1, 2023, for \$1,450,000.00 for the Port's Owner Agent Engineer Services. Performance period is from June 1, 2023 - November 30, 2024. The MOA is currently being processed.
  - **EPA Diesel Emissions Reduction Act (DERA) Program.** A purchase order for four (4) terminal yard tractors was issued to American Material Handling, Inc. on May 2, 2023. Delivery: 330 Days or April 2024. *Status Quo.*
  - **US DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program.** *Status Update:* The PAG's Owner Agents Engineer (OAE) is currently engaging with a local environmental consultant who will be charged with creating environmental assessment documentation as mandated by NEPA. OAE has developed a comprehensive Statement of Work (SOW) for the local ecological consultant's consideration. Following this, the NEPA process would initiate, marking the start of an expanded study phase focusing on Wharves F1 - F6. *Status Quo.*
  - **Office of Insular Affairs Maintenance Assistance Program (MAP).** The Port Welding Shop Phase 1 & 2 project (awarded in 2020 & 2021) is pending the HABS/HAER report before construction. *Status Update:* SHPO is in the final stages of issuing a concurrence.
  - **Office of Insular Affairs Maintenance Assistance Program (MAP).** PAG was awarded the FY22 MAP grant for the Generator Maintenance Program on June 29, 2022. Hawthorne Pacific Corporation signed the purchase order on May 8, 2023. On June 28, 2023, Requisitions were entered into the system and are currently procuring generator parts. *Status Quo.*
7. **Port Revenue Bonds Project Status.** As of September 27, 2023, the attachment provides information on the status of the revenue bond projects that consist of rehabilitation of the hotel wharf, golf pier repairs, and improvements, waterline replacement/ relocation, EQMR building, and warehouse one repair/upgrades, new admin annex building, and other priority projects.

## V. OLD BUSINESS

1. **Request authorization to create the position of Assistant Procurement & Supply Manager.** At the previous meeting, the Board had authorized management to begin the process to create the position of Assistant Procurement & Supply Manager. In creating the positions pursuant to Rule 5.015 of the Port's Personnel Rules and Regulations, being presented before the Board is a petition that includes justification of the new position; essential details concerning the creation of the position; an analysis of the similarities and differences between the position to be created and the positions listed in Title 4, GCA; position description; proposed pay range and a fiscal note. At this time, the General Manager requests Board authorization to commence the transparency process.

Director Guthertz made motion to authorize management to begin the transparency and disclosure process for the creation of the position of Assistant Procurement & Supply Manager as required by Title 4, GCA, Section 6303.1, seconded by Director Taitano. Discussion followed, and Director Guthertz asked how would creating this position relate to the individual that is currently on training at the General Services Agency. The General Manager responded there is no relation in conflict as the intent is for the current Procurement & Supply Manager to come back with the training and armed with the skill sets, new knowledge that is received. Then the individual that is in the acting capacity will revert back to their Inventory & Supply Manager position. Director Guthertz mentioned that while this position is important to support the work of the unit, she asked whether there is a significant increase in procurement activity at the Port. The General Manager replied positively, and in recognizing the deficiency in succession planning and looking of ways to resolve it, this creation of position is more towards a succession planning and continuity of leadership in each division. He stated there was an increase in loss of procurement – vehicles, yard equipment, capital improvement projects, construction, and supplies, but since the Port Authority received its procurement delegation in 2019, there have been tremendous amount of procurement activity, and to have a deputy in this division and in the absence of the Procurement & Supply Manager, there will always be the continuity of leadership with this position.

Director Guthertz asked when the Procurement & Supply Manager who is on training returning back to the Port. The General Manager replied at any time and is waiting for a letter from GSA Chief Procurement Officer certifying her suitability in terms of the kind of training received which is still ongoing. He informed the Board that the Procurement & Supply Manager currently training at GSA was appointed as the Acting Chief Procurement Officer and understands that the acting appointment has been extended. With that, Director Taitano commented that is to be expected as part of training in that there should be an increase in complexity of work and the fact that an acting appointment was given as Chief Procurement Officer means that the training is moving along quite positively. Director Taitano understands that in the procurement process there should be a person that reviews the work as part of internal controls and by having this other individual would be tasked to take on that responsibility, especially if there exist a conflict of interest. As part of risk management, there needs to be a system to mitigate risk associated with procurement, such as fraud, corruption, vendor noncompliance and so forth. And having that extra person would not only be beneficial for succession planning, but also to make sure the procurement process is done properly. Director Guthertz agreed to those points raised. Without further discussion, the motion on the floor was called to a vote and was unanimously approved.

## **VI. NEW BUSINESS**

1. **Request for \$5K; ATOSSCOM 48<sup>th</sup> Annual Conference, November 27-30, 2023, Pohnpei, FSM.** The General Manager mentioned that the Port Authority of Guam serves as Secretary to the ATOSSCOM Association. The association will be holding its 48<sup>th</sup> Annual Conference on November 27-30, 2023 in Pohnpei. This year's theme is "Building Stronger Ports and Supply Chains". In preparation of the conference, the Port has been intimately involved in

the discussions, planning and coordination. Request is being made to provide sponsorship support in the amount of \$5K for the conference. Director Guthertz made motion to approve the sponsorship support for the 48<sup>th</sup> Atosscm Annual Conference in the amount of \$5K, seconded by Director Taitano. Motion was unanimously approved.

2. **Adoption of Resolution Nos. 2023-08 thru 2023-14.** Director Guthertz made motion to adopt Resolution Nos. 2023-08 thru 2023-14 relative to commending and congratulating the named port retirees, as presented, on their retirement with the Jose D. Leon Guerrero Commercial Port. Motion was seconded by Director Taitano and was unanimously approved.

3. **Adoption of Resolution No. 2023-15 Relative to authorizing the General Manager to proceed with realignment of the Port Authority of Guam's organizational structure and to amend classified job specifications and to retire vacant, obsolete positions to streamline roles and responsibilities and optimize organizational effectiveness.** The General Manager presented Resolution No. 2023-15 relative to authorizing the General Manager to proceed with realignment of the Port Authority of Guam's organizational structure and to amend classified job specifications and to retire vacant, obsolete positions to streamline roles and responsibilities and optimize organizational effectiveness.

The General Manager mentioned that with the retirement of the Maintenance Manager and Equipment Maintenance Superintendent resulted in a significant void in the organizational structure of the Equipment, Maintenance and Repair (EQMR) department. In order to provide the necessary leadership and support and continue the work provided by the former Maintenance Manager, the appointment of the Operations Manager was made to oversee the Maintenance Department in August 2021 as a collateral duty which did not have any corresponding pay increase. With this arrangement it was observed that the two divisions of Maintenance and Operations under one leadership has shown that the priority in the use of the gantry cranes, cargo handling equipment and preventive maintenance of the yard equipment was more streamlined, and the downtime has decreased. As to the Engineering division, and with the resignation of the Port Chief Engineer on February 2023, the CIP Manager was tasked as a collateral duty to oversee both the CIP and Engineering division with no corresponding pay increase. Also, with the void in the Commercial division where the Commercial Manager who is now the Operations Manager, the Corporate Services Manager has been tasked as a collateral duty to oversee the Commercial division in January 2021 with no corresponding pay increase. Additionally, there are personnel serving in acting capacities for purposes of divisional leadership due to the retirement of their respective division heads, such as with the Human Resources and Safety Divisions. The General Manager mentioned that in the past two years there have been those in leadership positions that have taken the helm to oversee and be responsible for another division in a collateral duty type arrangement without any corresponding pay increase. He said the resolution being presented before the Board where Port Staff Attorney was instrumental in its preparation, memorializes the reality that has taken place at the Port in the past two years. The resolution cites the following:

- 12 GCA Section 10104(e) compels the Board of Directors to establish the Authority's internal organization and management and to adopt regulations for the administration of its operations and the conduct of its affairs;
- 12 GCA Section 10111(a) also dictates that the Board of Directors establish and amend rules and regulations governing the selection, promotion, performance evaluation, demotion, suspension and other disciplinary action for employees of the Authority;
- 12 GCA Section 10107 delineates the duties and responsibilities of the General Manager, of which Subsection (f) prescribes that he selects and appoint the employees of the Authority and plan, organize, coordinate and control the services of such employees;
- Public Law 30-43 was passed effective July 2, 2009, approving the Authority's Personnel Rules and Regulations and Compensation and Classification Plan for Maritime Related Positions Unique to Port Operations and Certified, Technical and Professional Positions for the Authority;
- Chapter 2 of the Personnel Rules and Regulations outlines the responsibilities of the General Manager to include that he maintains the position classification and compensation plan; and
- The effectiveness of the Authority's organization depends on how well roles are designed, how clearly and appropriately the interrelationships of various positions are developed and how well practices for planning, decision-making and communication are established.

The General Manager explained that one other example is the EQMR department has under its organizational structure a Facility and Equipment Maintenance Division. The Facility Division, over the years, has developed and grown in its technical capabilities and performance that is beyond building maintenance. As such, the proposed approach is to establish the Facility Division as a separate division to allow direct responsibility and independent communication working closely with other division heads. The EQMR Equipment Maintenance section will then fall under the proposed merged Operations and Equipment Maintenance organizational structure, along with an Assistant Equipment Maintenance Manager. He said the style of leadership is to deploy resources where it needs to be which has been working and this resolution memorializes that type of structure. The General Manager assured the Board that when merging two divisions its not taking both salaries for one position, but rather the recommendation would not be more than a 10% salary increase for those additional responsibilities.

The General Manager mentioned that the resolution proposes to realign the Port's organizational structure by merging the Operations and Equipment Maintenance divisions into one division; establishing Facility Maintenance as a separate division; merging Capital Improvement Projects and Engineering divisions into one division; and separating Occupational Safety and Environmental Compliance into two singular divisions. More importantly, the realignment will not displace any employees nor have any adverse effect upon any classified employees within the divisions. Further, the resolution presented before the Board provides that:

- In accordance with an organizational realignment, job specifications for several classified positions would need to be amended to streamline the roles and responsibilities, optimize

organizational effectiveness, and reflect the duties and responsibilities expected of the positions;

- Such amendments of job specifications for classified positions would need to comply with the transparency and disclosure process as outlined in 4 GCA Sections 6303 and 6303.1(a) and Rule 4.200 of the Authority's Personnel Rules and Regulations;
- As a result of recent creation of positions and once the transparency and disclosure process has been completed for the amendments of job specifications for classified positions, there will be a need to retire several established classified job specifications, such as, Financial Affairs Controller, Engineering Manager, Maintenance Manager, Equipment Operator Leader and other classified positions whose duties and responsibilities would be consolidated into the amended job specifications that would optimize organizational effectiveness;
- The cost savings associated with the retirement of those identified positions stated above would be \$742,939 including benefits;
- The Board of Directors supports the General Manager's capability to lead the Authority through strategic transitions to create the capacity needed for sustained strong performance, so that the end results forge the organization's long-term success;
- In the event the Authority's Board of Directors lacks a quorum due to an insufficient constitution of its members because appointed potential members are pending legislative confirmation;
- Accordingly, the General Manager undertake the required transparency and disclosure process for the amendment of job specifications for classified positions pursuant to applicable statutory law and the Personnel Rules and Regulations;
- Accordingly, the General Manager proceed without any further Board action to implement the aforementioned organizational changes after the public posting pursuant to 4 GCA Section 6303(e)(2) is completed; and
- Accordingly, the General Manager proceed without any further Board action to detail the current occupants of the managerial positions, whose duties and responsibilities are modified by the above-described realignment, to those amended positions pending the permanent filling of their respective amended positions, pursuant to 4 GCA Section 6303(e)(3).

The General Manager stated that the resolution provides the opportunity to make the much needed adjustments, like in the case of the Port Marketing Administrator position title, that instead should be adjusted to Port Marketing Manager to be in line with other Division Heads. In light of this, Board support is being requested on the resolution presented that basically realigns, right-sizes, removes retired vacancies, removes obsolete positions, and for succession planning. Director Guthertz made motion to adopt Resolution No. 2023-15, seconded by Director Taitano. Discussion followed, and Director Guthertz asked how many meetings remaining for this board to participate in. The General Manager replied that there are two Board members currently in a holdover period since June 2023. The holdover period is in accordance with Title 4 GCA, Section 2103.9 states: "(e) An appointed board or commission member may continue to serve for ninety (90) calendar plus three (3) legislative days in that persons position after that persons term has expired in an acting holdover capacity." He said there exist a great deal of uncertainty with

the legislative days as it is dependent on the Legislature in the conduct of its sessions. Director Guthertz understands that the primary focal point of this initiative is efficiency and cost savings of about \$742,939 including benefits, which should be emphasized. Director Taitano asked Port Staff Attorney to explain the difference between 'realignment' and 'reorganization'. Port Staff Attorney replied that the primary difference between a realignment and a reorganization is that no port employee(s) will be displaced by virtue of the action being proposed. Reorganization as codified applies only to Executive line government agencies whereas the duties to effect internal organization are part of the statutory duties of this Board and are also recognized to a degree by the statutory duties afforded to the General Manager as well. Director Taitano thanked Port Staff Attorney and sees that the resolution clearly states that - 'such realignment will not displace any employees nor have any adverse effect upon any classified employee within the divisions.' She mentioned that with the proposed separation of Occupational Safety and Environmental Compliance division into two singular divisions, that 'Occupational Safety' is for occupational safety and health administration and asked whether the Environmental Compliance division is to focus on environmental works, climate change resilience, sustainability, closely working with agencies of Environmental Protection Agency, National Oceanic and Atmospheric Administration, Army Corps of Engineer and so forth. The General Manager replied positively.

Director Taitano strongly encouraged for Management to inform those port employees that may be impacted by this resolution to advise that this initiative is not a reorganization, but rather a realignment effort as defined by Port Staff Attorney where no displacement of port employees will take place. Director Guthertz commented that this is an opportunity for port employees to further enhance their skills and abilities. She expressed that with the change in the dynamics of how things are done, especially with modern technology and the development of customer service and demand, there is a need to be flexible and make adjustments where necessary that are in the best interest of port mission. The Acting Chairperson pointed out that the resolution also provides that the current organizational structure of the Port Authority was established in 2006 which is 17 years ago and it does indeed have limitations. For instance, during that time period there was the creation of the department of homeland security and the adoption of the maritime transportation security act which the Port had to assume all compliances, rules and regulations during that time period. She stated that the port equipment operators, crane operators and other maritime related positions are highly specialized skills that makes recruitment and retention particularly challenging. The Acting Chairperson mentioned that as noted in the resolution there is a transparency process requirement that accompanies this realignment.

Without further discussion, and with a motion on the floor to adopt Resolution No. 2023-15 relative to authorizing the General Manager to proceed with realignment of the Port Authority of Guam's organizational structure and to amend classified job specifications and to retire vacant, obsolete positions to streamline roles and responsibility and optimize organizational effectiveness, which was made by Director Guthertz, seconded by Director Taitano, the motion on the floor was put to a vote and was unanimously approved.

## **VII. ADJOURNMENT**

There being no further business to discuss, it was moved by Director Guthertz and seconded by Director Taitano to adjourn the meeting at 4:54 p.m. The motion was unanimously passed.

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Dr. Judith P. Guthertz, Board Secretary  
Board of Directors

APPROVED BY:

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Dorothy P. Harris, Acting Chairperson  
Board of Directors





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

## General Manager's Report for Board of Directors April 25, 2024

- 1. PAG Supports Bill No. 121-37 Relative to Marianas Yacht Club Term Lease Agreement.** PAG supports Bill No. 121-37 regarding the Marianas Yacht Club (MYC) term lease agreement. I testified before the Guam Legislature on September 28, 2023, advocating for a 30-year lease authorization under Bill 121-37. This bill, adopted by the Port Board of Directors as Resolution No. 2021-03 on February 25, 2021, incorporates the lease terms. During my testimony, I mentioned that MLO, a real estate appraisal company, assessed the property's value at \$720,000, with an annual fee simple market ground rental rate of \$57,600 and an improved rate of \$59,220. The draft lease terms reflect those in Public Law 21-62, enacted on November 14, 1991, which previously established a similar 30-year agreement. Since the expiration of the lease on November 7, 2021, it has continued on a month-to-month basis. On February 9, 2024, Bill No. 121-37 was enacted as Public Law 37-61. Note, however, that the legislature only approved a ten-year lease.
- 2. S&P Global Ratings Maintains Port's Outlook at Stable.** On September 28, 2023, Standard and Poor's (S&P) Global Ratings maintained a stable outlook for the Port Authority of Guam and affirmed its 'A' long-term rating on the agency's outstanding series 2018 Port Revenue Bonds. S&P stated, "We consider the authority's management and governance strong, reflecting our view of the port's strategic positioning, risk and financial management, and organizational effectiveness, and that our assessment of the authority's financial risk profile as strong reflects our view of its strong financial performance, strong debt and liabilities capacity, and adequate liquidity and financial flexibility."

According to the report, "the stable outlook reflects our expectation that fiscal 2023 and 2024 port activity will continue to demonstrate resiliency in the aftermath of Typhoon Mawar, and that key financial metrics will remain sound, the port's debt capacity will remain strong, and cargo volumes will remain near current levels."

This news, along with the Port's low-risk designation over the past four years, provides the credibility needed to seek funding to replace the Port's aging gantry cranes, rehabilitate the wharves to ensure resiliency, and replace aging facilities, so that the Port does not become a choke point for discharging and deploying military assets and commodities.

The report stated that in S&P's view the following were the Port's key credit strengths: its essentiality to the island economy; strong financial performance, reflecting our expectation that coverage (S&P Global Ratings-calculated) will be maintained above 1.25x; and strong debt and liabilities capacity given the port's low additional debt needs.

3. **Moody's Issues Baa2 Credit Rating for Third Year in a Row.** On October 5, 2023, the Port Authority of Guam received positive financial news that Moody's Investors Service issued a Baa2 credit rating for FY 2022.

This rating was based on the Port's credit strengths for the fiscal year. Moody's report highlighted the following:

- **Very Stable Revenue Profile:** The port's credit is supported by a very stable revenue profile, which has proven resilient through the coronavirus pandemic. Despite an effective closure of the island's tourism economy, the port's operating revenue between 2020 and 2022 averaged \$55.8 million, in line with pre-pandemic figures.
- **Healthy Liquidity:** The port authority's liquidity position is healthy. Fiscal 2022 financials show unrestricted cash and cash equivalents of more than \$33 million, with unrestricted and discretionary reserves of \$57.5 million; days cash on hand for 2022 was 429 days, above the 361 in 2021. 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:** The debt service coverage for the Port is solid and expected to remain around 2.7x on the net revenue basis.
- **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 and a significant portion of military 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 port faces limited restrictions to accommodate future growth related to the military build-up. The port's capacity limit is around 200,000 containers; in fiscal 2022, the port handled just over 89,000 containers, in line with volumes over recent years.
- **Quick Mawar Recovery:** The port is exposed to weather-related events that could affect revenue-generating activities. In late May, Typhoon Mawar shut down port activities for several days, though early and prudent preparations limited the extent of damage, with sustained damage quickly remediated by the port.

- 4. Port Celebrates 48 Years as an Autonomous Agency.** The Port Authority celebrated its 48th Anniversary and held a series of events throughout October 14-20, 2023, that included softball, bowling, basketball, volleyball, tractor pull, ping-pong, and darts/billiards.

The celebration kicked off with the "Adahi i Tano" (Taking Care of the Land) Cleanup Project along Route 11 from USO Beach to Family Beach on October 14, 2023. The Port Week Opening Ceremony took place on October 15, 2023, with a flag-raising ceremony followed by a parade of trucks, proclamation signing by Acting Governor Josh Tenorio, and resolution presentation by the Guam Legislature.

- 5. Port Issues FY22 Citizen-Centric Report.** We released the Port's annual Citizen-Centric Report on October 24, 2023. This report gives the public a glimpse into the Port's FY 2022 progress in comparison to previous years and provides an overall performance review, including our current challenges and future outlook.

Through this report, we continue to provide the highest level of transparency to the Port's stakeholders, including our local and regional communities we serve. Further provided in the report, it shows that the operating revenues increased by 4.79% in FY2022, by \$2.6M from \$55.06M in FY 2021 to \$57.7M in FY 2022. This is largely due to the increase in handling container cargo and non-containerized cargo at 2.5% and 29%, respectively. Other steady improvements reflected in the report include a reduction of time spent by a vessel at the port's waterfront and higher crane productivity since FY 2019.

Future initiatives outlined in the report include the acquisition of STS gantry cranes, fuel pier replacement, wharf replacement, area A fuel storage facility rehabilitation/upgrade, IT improvements, equipment acquisition program, and port buildings demolition and replacement.

- 6. INDOPACOM Meets with Port Management.** Representatives from INDOPACOM met with Port officials on November 6, 2023, to discuss the status of recovery efforts after Typhoon Mawar hit Guam in May 2023 and other concerns such as the Port's challenges in acquiring new ship-to-shore gantry cranes, the cranes' impact on the military buildup, and other capital improvement projects that fall under the Buy America regulations. INDOPACOM team members in attendance were Col. Jeffrey Hollman, Lt. Col. Jennifer Ng, Maj. Christina Knight, John Hallam, and Keith Shaw. Also present were FEMA PA Team members Janet Yocum (telecom), Keandra Lock, and John Emmerson.

The visiting team took a tour of Port properties after the briefing. INDOPACOM is committed to enhancing stability in the Asia-Pacific region by promoting security cooperation, encouraging peaceful development, responding to contingencies, and deterring aggression.

- 7. Advancing Maritime Safety: Port Receives New Radio Devices.** In November 2023, the Port Police Division, which operates 24/7 to ensure port security and response readiness, received 72 Motorola radios including accessories. The new radios will not only facilitate effective communication but also establish a direct line with key regulatory agencies such as the U.S. Coast Guard and the Guam Customs and Quarantine Agency.

This inter-agency interoperability enhances our collective ability to prevent, prepare for, respond to, and recover from potential incidents, including typhoons, earthquakes, marine disasters, and potential terrorist threats. By fostering seamless communication among government agencies, first responders, and facility security officers, the Port's investment contributes to a more resilient and prepared community. This commitment reflects the Port's dedication to maintaining a secure and resilient environment for the benefit of Guam and the broader Western-Pacific region.

- 8. All Three Cranes Taken Offline for Necessary Repair, Highlighting Critical Infrastructure Needs to Ensure Civilian and Military Readiness Throughput Capacity.** On November 14, 2023, the Port announced the successful repair and return to service of all three gantry cranes. These vital pieces of critical infrastructure equipment are back online after Gantry 4 was out of service from November 8th to 11th to replace a faulty aftercooler, Gantry 5 was offline from November 3rd to 11th due to mechanical issues that have been addressed with a genset replacement, and Gantry 6 was offline for four hours on November 8th after an electrical cable shorted and blew a fuse.

These incidents underscore the Port's pivotal role in supporting not only our island and region's commercial and economic activities but also its critical role in military readiness in the face of looming geopolitical threats. We have been proactively communicating with the Department of Defense, Department of Transportation (MARAD), FEMA, INDOPACOM, key House and Senate members, and the Joint Region Marianas, emphasizing the crucial need for robust infrastructure support as a matter of commerce, economic growth, and, now more than ever, national security with growing geopolitical tensions. The downtime experienced by all three of the port's gantry cranes

serves as a stark reminder of the vulnerabilities in throughput capacity that will impact military readiness programs. As a strategic asset in the national supply chain, the Port Authority, which is also a designated strategic port, plays an essential role in ensuring the effectiveness and readiness of military operations.

The recent disruption of all three downed STS gantry cranes has highlighted the urgent need for the Department of Defense to consider these gaps in infrastructure elements as critical components in their operational budget and to allocate sufficient funds as mitigation efforts to safeguard against such vulnerabilities. The successful repair of the gantry cranes was achieved through the dedicated efforts of our maintenance team, whose expertise and commitment ensured minimal disruption to our vessel operations.

The Port's gantry cranes are more than 40 years old. They were manufactured in 1983/1984 and belonged to the Port of Los Angeles. The Port of Guam acquired the used cranes from the Port of LA, and they were refurbished and brought to Guam in 2009. Based on consultant reports, they will reach the end of their expected service life and will need to be replaced by 2024. The acquisition of new STS gantry cranes would be the first new cranes the Port would procure in its 48 years of autonomy as past and current cranes have been second-hand equipment owned by other American ports.

- 9. GFT Union Upholds Port's Proper Administration of the Collective Bargaining Agreement.** On November 17, 2023, the Port Authority proudly reaffirms its steadfast commitment to the Collective Bargaining Agreement (CBA) established with the Guam Federation of Teachers (GFT) on January 20, 2020. This reassertion follows an in-depth dialogue with Robert Koss, GFT Union Representative, Dan Del Priore, GFT Chief Negotiator, several GFT stewards (observers), and Port management on November 16, 2023. The meeting centered on the operation of Port personnel and shift workers as stipulated under Section 4.B of the CBA.

This critical section of the CBA delineates the workweek for personnel directly engaged in cargo loading and unloading, contingent on vessel arrival and departure schedules. It specifies twelve-hour workdays during vessel operations and mandates providing a two-week work schedule in advance, ensuring a guaranteed forty-hour workweek for all employees. During the meeting, PAG reassured the GFT of its ongoing compliance with both the Port's Personnel Rules and Regulations and the CBA since its inception.

The Port's interpretation of the CBA, particularly regarding work hours, is designed to prevent employees from working beyond 40 hours in weeks without vessel operations. This approach is in line with the original intent of the CBA's drafters to minimize unnecessary overtime and operational costs. As an Equal Employment Opportunity Employer, the Port is dedicated to treating all employees with equality and fairness, ensuring that our management decisions are in harmony with the Personnel Rules and Regulations, the CBA, and the Rule of Law. The Port sought out the Union's perspective on its interpretation of Section 4.B of the CBA, aiming to nurture a continued constructive partnership. This endeavor is geared towards securing a workplace environment where employees' rights are not only respected but also actively upheld.

Responding to the meeting's outcomes, Robert Koss commented, "The union has diligently monitored the implementation of the agreement, and we are satisfied with its application in policy terms. Despite the complexities inherent in Port operations, like personnel scheduling versus actual vessel arrivals, our primary objective is to ensure steadfast compliance with the CBA." He further added, "We can confidently affirm our approval of how the Port has managed its operations in accordance with the CBA. This period represents the most pro-employee stance we have observed from the Port in over a decade. We hope that the employees appreciate their management's efforts, and conversely, that management recognizes and values its employees' contributions. This meeting was a win:win for both the employees and management, and underscores fundamentally the reason the Port has excelled so much in these past five years under the present management."

10. **DOI Assistant Secretary Visits the Port.** On December 5, 2023, the U.S. Department of Interior's Assistant Secretary for Insular and International Affairs visited the Port. Assistant Secretary Carmen G. Cantor came to get a first-hand look at the facilities and the aging gantry cranes. We briefed Cantor on the 2023 Port Master Plan, which will assist the Port in defining its near-term and long-term approach to improving the port by maintaining fiscally sustainable operations, and promoting increased awareness and consensus on its approach among all affected stakeholders and the ratepayers of Guam. It was explained to the Assistant Secretary that the work being done is to ensure the future readiness and resiliency of a modernized facility through the hardening of the Port of Guam's assets and resources to address national security concerns in light of the current and anticipated geopolitical environment. Discussion also centered on the need to replace the Port's aging gantry cranes and efforts by the Port to seek funding support from the federal government to acquire three new STS

Gantry Cranes. Following the meeting, Cantor said she was going to Joint Region Marianas to discuss with them the results of her meeting with the Port and our needs regarding federal funding.

- 11. Port Employee Survey: Gains in Satisfaction, Emerging Challenges.** On January 2, 2024, we conducted the fourth annual employee survey, which revealed an increase in overall work experience among our staff. With an 84% participation rate (313 out of 372 employees), the survey provided comprehensive input on various aspects of working at the Port, assessing the work environment, morale, and job satisfaction. Notably, 98% of the employees reported positive work experiences, marking a 1% increase from the previous year. However, employee morale decreased from 98% in 2022 to 91% in 2023. Although overall morale at the Port still hovers at 91%, this 7% dip in morale demands our attention and action. It's essential to understand that such shifts in sentiment are part of the dynamic work environment and may arise from multiple factors. Our focus now is on identifying and addressing these factors to enhance employee morale.

In response to the survey findings, I immediately initiated employee focus groups led by division heads. These groups are responsible for collecting feedback and conducting regular pulse surveys to better understand employee sentiment, thus gaining deeper insight into their concerns and expectations. We introduced a new question in the survey for employees to rate their work-life balance, which is crucial for their well-being and job satisfaction. The positive response rate of 88% indicates that most employees are satisfied with their balance, even more so during recovery periods.

In light of the Port's recovery efforts following Typhoon MAWAR, 93% of the employees felt their work environment was safe, and a similar percentage felt well-informed throughout the recovery process. Furthermore, 91% reported having the necessary resources to perform their jobs safely, and 90% felt that management was concerned about their safety and well-being during these efforts.

While we have made positive strides in overall work experience, the decrease in morale reminds us that our success is deeply connected to our employees' well-being and job satisfaction. Our commitment to addressing the factors affecting morale demonstrates our dedication to continuous improvement and fostering a workplace that not only excels in productivity but also promotes a positive and supportive organizational culture suitable for all Port Strong employees.

**12. Shift Schedule Bill of Rights.** On January 19, 2024, we had established a Shift Schedule Bill of Rights that provides a clear and equitable guidelines for managing shift schedules, overtime, holiday pay, and related issues for personnel under the Union Agreement between the Port Authority of Guam and the Guam Federation of Teacher's Union. It aims to balance the Port's operational needs with employee rights and well-being. Emphasizing principles of fairness, transparency, and adherence to labor laws and policies, this Bill of Rights ensures consistent treatment of all affected personnel and uniform application of shift work rules.

This document upholds employee interests while ensuring the Port's operational efficiency and effectiveness, reflecting management's commitment to a respectful, lawful, and ethical workplace. The rights outlined align with the Collective Bargaining Agreement, the Port's Personnel Rules and Regulations, and pertinent legal decisions, i.e. the Supreme Court Decision on Overtime, aiming to foster a positive, productive work environment. The following Articles provide:

- **Article I. Stability and Compliance in Shift Scheduling.** Personnel shall not be reassigned during a shift worker's five-day work schedule, except under circumstances permitted by the Collective Bargaining Agreement, Port's Personnel Rules and Regulations, and the Supreme Court Decision on overtime. If an employee's schedule changes, they acknowledge that their five-day work schedule will be adjusted accordingly, in compliance with relevant policies and laws.
- **Article II. Regulation of Overtime and Provided Exemptions; overtime work outside the regular five-day work period.** Employees who have completed their regular five-day shift schedule and earned overtime are ineligible for additional overtime outside their five-day work period, including for special service requests. Exceptions can only be authorized by the General Manager or his designee. Violations of this policy will lead to reimbursement of unauthorized overtime and disciplinary actions for those authorizing and certifying it, as per the Port's Personnel Rules and Regulations and the Rule of Law.
- **Article III. Restrictions and Authorization of Non-Operational Overtime; specific type of overtime (non-operational) within the five-day work week.** Overtime earned within the five-day work week, unrelated to vessel operations, is strictly prohibited unless authorized by the General Manager or



his designee. Violations will result in repayment of the overtime and disciplinary actions for those involved in its authorization and certification. *Note: An exemption to Article III applies in cases where an employee is entering his/her fifth scheduled workday, having already accumulated over 40 hours, and his/her fifth workday involves normal operations, such authorization for non-operational overtime, in this instance, shall not be required.*

- **Article IV. Guarantee of Holiday Pay Regardless of Shift Schedule.** Employees are entitled to holiday pay, irrespective of the holiday's occurrence within their shift schedule.
- **Article V. Procedures for Early Completion of Weekly Work Hours.** Employees completing 40 hours by the fourth day and wishing to take the fifth day off must adhere to existing pre-approval processes for absences. For purposes of Article V, the employee covered by this Article shall not be required to sign leave for their fifth day of approved absence, provided they meet their minimum 40 hours for their weekly payroll coverage. These arrangements are subject to individual review and approval according to administrative procedures.
- **Article VI. Cancellation Pay (No Work Provided).** Whenever employees are assigned to work on vessels and the work assignments are canceled prior to the commencement of work, at the start of work or prior to completion, the employees shall be compensated in accordance with the Cancellation Pay as outlined in Policy Memorandum 79-08. The employee should be assigned to perform other Port work. If this is not feasible, the employee's Superintendent shall determine whether the employee should be released from duty with compensation also in accordance with Policy Memorandum 79-08. Employees must sign his/her timesheet at the Port Police Pedestrian Gate and indicate "No Work Provided" on his/her timesheet and shall not be considered towards the 40 hours of actual work to accrue overtime.
- **Article VII. Guaranteed Shift Pay.** If a vessel operation work assignment finishes before a shift or half shift ends, the employee will be paid for the unused hours at a straight-time rate, provided no other Port work is available for the rest of the shift. The employee's Superintendent shall decide if the employee should be released from duty, in line with the Guaranteed Shift Pay policy, for the remaining shift duration. Employees released before the end of

their shift must sign the timesheet at the Port Police Pedestrian Gate, indicating "Guaranteed Shift Pay." These hours will not count towards the 40-hour requirement for overtime accrual.

- **Article VIII. Workweek Classification for Shifts Spanning Two Days.** Shifts that extend into two payroll weeks, like Saturday 7 PM to Sunday 4 AM, will not be split between these weeks. This approach ensures correct allocation of work hours within the employee's designated workweek, preventing any reduction in their regular 40-hour pay.

**13. MSC Bellissima Visits Guam.** The Port welcomed its first passenger vessel for the year with the arrival of the MSC Bellissima on January 3, 2024 carrying 5,700 passengers and crew members for a visit to our island. Visitors spent the day exploring the island, shopping, and enjoying Guam's dining establishments. The influx of passengers onboard the vessel is a boost to Guam's tourism industry and highlights Guam as a premiere luxury cruise destination.

Following MSC Bellissima, cruise ship arrivals include:

- Zuiderdam-February 18 and Artania-February 25; two vessels combined brought in approximately 2,190 passengers and 1,272 crew.
- Arrivals in March include: Asuka II, Queen Elizabeth, and Le Soleal. Collectively, visitors total 4,400.
- Carnival Luminosa – April 8 with approximately 2,895.
- Other passenger vessel arrivals expected this year is Seabourn in May and September; Le Soleal and Carnival in October; and Asuka II in December.

**14. Gantry 6 repairs highlight need for new cranes.** On February 8, 2024, the Port has repaired and returned Gantry 6 to service after nearly two days offline following necessary repairs. On January 5, 2024, Gantry 6 was not performing to standards. ABB engineers along with the Port's crane mechanics were able to diagnose that the computer needed replacement and communications between the Crane Maintenance Station (CMS) and Programmable Logic Controls (POC) needed to be reestablished. The computer was replaced and a secondary port was reconfigured so communications to both the CMS and POC were restored. The downtime experienced serves as a stark reminder of the vulnerabilities in throughput capacity that will impact military readiness programs.

**15. Distinguished Local Government Leadership Award – Association of Government Accountants (AGA).** On the February 29, 2024, I was presented with the AGA 2024 Distinguished Local Government Leadership Award during their Annual National Leadership Training event held in Washington D.C. This award formally recognizes local government professionals who exemplify and promote excellence in government financial management and who have demonstrated outstanding leadership in enhancing sound financial management legislation, regulations, practices, policies, and systems within the past year. The Port's strategic financial management and improvements have elevated the Port to a low-risk auditee status, enhancing bond ratings and earning recognition for transparency, including this distinguished award.

I give credit to our Port Strong Family for their dedication, especially acknowledging Chief Financial Officer Jojo Guevara and the financial division's role in achieving financial transparency.

I am grateful for the recognition of our efforts, highlighting the Port of Guam's essential role in national security and its strategic position in the Asia-Pacific amid growing geopolitical tensions. This national recognition reaffirms our high credibility and commitment to excellence, with the steadfast support of Governor Lou Leon Guerrero, Lt. Governor Josh Tenorio, our dedicated Board, and our partners in both government and the private sector. Together, we are committed to navigating these complex times, ensuring our port continues to be a vital link in the chain of global commerce and national security.

**16. FEMA prioritizes repair of Port Authority's fuel piers in wake of Typhoon Mawar.** On March 5, 2024, off-island FEMA officials took a tour of the Port's fuel piers that were damaged by Typhoon Mawar. FEMA's Michael Plostock, Acting Director, Recovery Division and Michael Gayrard, Region 9 Public Assistance Branch Chief, along with other FEMA officials visited both Golf Pier and F1 Pier to view damage sustained from Typhoon Mawar. Several of the Port's maritime and upland assets, to include Golf Pier (currently inoperable) and F1 Pier experienced substantial damage from the severe winds, wind-driven rain, and storm surges resulting from the Category 4 typhoon which struck the island on May 24, 2023. FEMA and the Port have made Golf Pier a priority for repairs.

After the site assessment, the priority for F1 Pier has also been elevated and will be addressed after Golf Pier scope and cost estimates are finalized. Repairs to these critical assets and restoring full operations to these piers are of utmost importance for the Port as these are the fuel and cement lifelines to our community. We are working closely with FEMA and our Owner Agent Engineer, WSP, to finalize cost estimates to expedite the repair and/or replacement of the piers. Other FEMA officials in attendance included Field Coordinating Officer Bern Ruiz, Infrastructure Branch Director Grace Tebarwa, Deputy Infrastructure Branch Director Colby Wright, External Affairs Specialist Antonio Joyce, and Public Assistance Program Coordinator Candise Aragon from the Guam Recovery Office. Other significant Typhoon Mawar related development is the Port's no cost scope modification request to MARAD on its \$22M Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant award. This proposal would take allocated funding for F1 Pier repairs and shift it to fund the entire repair for wharves F2 – F6.

- 17. Public Auditor Cites No Fraud or Abuse in Port Authority of Guam's Credit Card Audit.** On March 20, 2024, the Office of Public Accountability (OPA) concluded an audit of the Port Authority's credit card policy and practices and found no instances of fraud or abuse in the transactions tested. This audit underscores the Port's commitment to maintaining ethical financial practices. The OPA's acknowledgment of no fraud or abuse within the Port's transactions is a testament to our dedication to ethical financial management.

In response to the audit's findings, we implemented several measures to strengthen its financial management systems, including: revision of policies and procedures to uphold the highest standards of accountability; enhancement of staff training programs to ensure adherence to updated procurement procedures; and a comprehensive review and update of travel policies to reflect the unique operational needs of the Port, distinguishing them from federal guidelines.

We are committed to transparency and integrity in our financial operations and is actively addressing the audit's recommendations to ensure that our efforts in financial management are recognized and that our practices going forward uphold the high standards we have placed on ourselves.

Public Auditor Benjamin Cruz also commented on the audit's outcomes, emphasizing the constructive nature of the process. He stated that, "The recent audit highlighted no instances of fraud or abuse, affirming the Port's commitment to ethical practices and financial integrity. Our audits aim to foster transparency and continuous improvement.

This audit is not merely about finding faults but reinforcing the strong foundation the Port Authority operates on. We value our collaborative relationship with the Port and are committed to working together to implement the audit recommendations.”

The Port remains dedicated to working closely with the OPA to address any concerns and continuously enhance its financial management systems, ensuring ongoing service excellence to the people of Guam.

**18. Port Welcomes Board Member Fe Valencia-Ovalles.** Ms. Fe Valencia-Ovalles is the newest member of the Port Authority of Guam Board of Directors. On March 22, 2024, the Guam Legislature unanimously confirmed Governor Lou Leon Guerrero’s nomination of Valencia-Ovalles to serve on the Port’s Board of Directors for a three-year term, from July 1, 2023, to June 30, 2026. She fills the expired term of Dr. Judith P. Guthertz. Valencia-Ovalles brings diverse experience in finance, management, and public service, positioning her as a strategic board member to assist the agency during these critical times.

Her fresh perspective and unwavering dedication to public service embody the qualities essential for effective board leadership, crucial for addressing the port’s multifaceted programs and issues.

Confirming Valencia-Ovalles reaffirms the commitment to ensuring that Guam’s only commercial seaport and nexus to the global supply chain remains uninterrupted for the continued prosperity of our community and the Western Pacific Region. Her previous government appointments include Special Assistant of Community Affairs/Medical Referral to Lt. Governor Michael Cruz, Special Assistant of Labor, Protocol and Ethnic Affairs to Governor Joseph F. Ada, Chief Passport Officer, and Deputy Director of the Department of Labor. She has also served on various boards and commissions, including the Board of Directors of Guam Mass Transit, the Guam Airport Authority, the Guam Housing Corporation, and the Guam Economic Development Authority. Additionally, she has been a Member of the Advisory Council of the Guam Regional Medical City and Chairwoman of the Board of Trustees for the Guahan Academy Charter School.

In a civic capacity, she is Charter President of the Guam Sunshine Lions Club, Charter Vice President of the Guamerica Lions Club, and a member of the Rotary Club of Northern Guam. Valencia-Ovalles is the President and CEO of Guam Marianas Management Services, Inc., which she founded in 1995.

19. **Gantry 3 Disassembly.** On April 12, 2024, the disassembly of the Port's Gantry 3 was completed, marking a significant milestone in the maintenance and development of the port. This operation reflects the port's commitment to ensuring the efficiency and safety of maritime operations in the region. The disassembly process involves intricate planning and coordination among various stakeholders, including engineers, technicians, and port operators. Each step is meticulously executed to guarantee the safety of personnel and preservation of equipment. Earlier in April 2024, the Guam Shipyard, with the assistance of their subcontractor Smithbridge, submitted cut sequence and lift study assessments to the Port team prior to beginning crane deconstruction.

Once plans were reviewed and approved to proceed, two mobile cranes were brought in to assist with the deconstruction of Gantry 3, and safety protocols have been strictly adhered to at every stage to mitigate potential risks and prevent accidents. Other ongoing projects at the port include preparing to remove a sunken barge, as well as Typhoon Mawar recovery measures such as floating a drydock along F3 which had sunk as a result of the storm, and removing and disposing of debris that remained along Highway 11.

The removal and proper disposal of these inoperable assets eliminate unsafe working conditions for Port employees and users, ensure the continued functionality of port facilities, and facilitate the smooth flow of maritime commerce for the region. As the Port evolves to meet the demands of a dynamic global economy, such strategic initiatives will play a vital role in sustaining its resilience for years to come.

20. **Port Revives Physical Fitness Program.** On March 13, 2024, the Port conducted a comprehensive Port Employee Wellness Check survey to assess employee general well-being, satisfaction, and participation with the Government of Guam's worksite wellness program. Responses to the survey indicated that 68.71% of participants feel they maintain a healthy work-life balance, while 48.55% were aware of the fitness programs offered and wellness resources available to them; the remaining respondents were not. This feedback prompts us to focus on increasing the visibility of our wellness resources and ensuring that every employee has the information and access necessary to benefit from them.

As a result, the Human Resources Division was instructed to enhance the Port's wellness program by encouraging employee participation and including other initiatives such as mental health support services, fitness programs, nutritional

counseling, and stress management workshops. We acknowledge the challenges faced by our workforce, especially as they pertain to wellness resource utilization and work-life balance. Meanwhile, the Government of Guam held a re-launch of the Government of Guam worksite wellness program on March 19, 2024, at the University of Guam Field House.

The government-wide program, established in 2012 through an executive order, aims to improve the health, overall well-being, and productivity of all GovGuam employees by building a resilient, stronger workforce that lives longer, healthier lives.

21. **U.S. Fish and Wildlife Service Visits Port.** Officials from the U.S. Fish and Wildlife Service (FWS) visited the Port on March 13, 2024, highlighting the completion of key projects funded by FWS, the Guam Department of Agriculture, and the Port. These projects include: a public boat ramp (catwalk) completed in November 2022 for \$80,000, which allows the boating community access to and from waterways for recreational or commercial activities; a Harbor of Refuge moorage system completed in May 2023 for \$870,000 that enhances safety and capacity, accommodating boaters seeking refuge during inclement weather and transient vessels restocking supplies; and Agat Marina Dock "B" and pile repairs, completed in February 2024 for \$1.49M, to rehabilitate and repair facilities for recreational boaters at the marina.
22. **40-Year-Old Gantry Cranes Pass OSHA Recertification.** On April 3, 2024, all three of the Port's 40-year-old gantry cranes successfully passed the Occupational Safety and Health Administration (OSHA) recertification process. This achievement underscores the port's commitment to maintaining the highest standards of safety and efficiency in its operations. OSHA's rigorous recertification process ensures that equipment meets stringent safety standards, protecting workers and the surrounding environment.

The Port's gantry cranes underwent comprehensive inspections, evaluations, and testing to ensure compliance with OSHA regulations. We acknowledge the unwavering dedication of the Port's mechanics, welders, and the entire Port Strong family across all divisions. From the trials of COVID-19 and Typhoon Mawar, every employee proved essential, keeping the Port fully operational.

The collective effort of the port employees is a testament to the spirit of unity and resilience that stands at the core of our operations. To each and every member of our team—your hard work is recognized and deeply appreciated. However, the Port's gantry cranes are nearing the end of their serviceable life, and the Port will continue

to push for the replacement of gantry cranes to ensure capacity toward maintaining our island and region's commercial and economic activities and military readiness in the face of looming geopolitical threats.

Securing new gantry cranes has been the Port's top priority, affirming our commitment to enhance the Port's operational strength. It is central to our strategy for modernization, and we are actively advancing our plans to ensure our yard equipment meets not only today's standards but sets us up for the future. This dedication is key to maintaining the Port's crucial position in supporting regional commerce and national security interests amidst growing geopolitical tensions.

23. **Port Authority of Guam Passes Coast Guard Inspection.** On April 9, 2024, the Port passed the U.S. Coast Guard's annual inspection with no discrepancies noted by the Safety Office, alongside certain action items identified for the security safety enhancements, only limited to more clear signage. We want to express our sincere gratitude to all of the Port's dedicated staff who worked tirelessly to prepare our facilities for the Coast Guard's rigorous inspection. This demonstrates that our commitment to excellence is the foundation of our success, particularly highlighted by the flawless pass in our Safety Office's evaluation.

The inspection by the U.S. Coast Guard includes the security area inspection of the Port's Alternate Facility Security Officer, security measures and plans, training records, drills and exercises, Hazardous Waste and Emergency Response plans, signage, Facility Security Officer, TWIC security checks, CCTV, MARSEC and declaration of security. The U.S. Coast Guard also inspected the safety of the facility to include electrical, flammable storage, fire extinguishers, eye wash stations, beacon lights, drum lot, emergency exits, smoke detectors, escape routes, LC 1-5 generators, housekeeping, lighting, International Shore connection and the entire Terminal Yard. The Coast Guard's inspection ensures compliance with security and operational standards, and while the Port has met the overall requirements, we have been tasked with improving our signage for restricted areas.

The inspection report issued specified that all restricted areas must be clearly marked and indicate that unauthorized presence is a breach of security. The Coast Guard has pointed out that the Port's current signs do not sufficiently indicate that entering these areas without authorization constitutes a security breach. While we have passed the inspection, we recognize the importance of continual improvement. We have already begun to address the feedback provided, starting with the improvement of



our signage to ensure full compliance and enhanced security. Our commitment to security and operational excellence is unwavering, and we are dedicated to continuously improving our facilities and procedures to meet the highest standards.

**24. Port Launches Sustainability Plan Efforts.** On April 17, 2024, the Port initiated efforts to create The Port Sustainability Plan, ushering in a new era of excellence with a commitment to environmental sustainability and resilience. The Port Sustainability Plan will align with the unwavering commitment to minimizing our ecological footprint, mitigating environmental impacts, and championing sustainability as established by the Administration of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio, as well as First Gentleman Jeff Cook's Zero Waste Task Force.

The Port Sustainability Plan will place a strong emphasis on environmental sustainability and responsibility as its core objectives and will focus on preserving natural resources through zero emissions, zero-waste initiatives, a recycling enterprise zone at the Port, and the use of recycled plastic to rebuild Family Beach Road, as well as integrating these principles within its operational framework. This comprehensive plan will encompass a wide array of strategies designed to enhance energy efficiency, reduce emissions, manage waste effectively, and preserve natural resources.

To further these goals, the Port successfully secured a \$1,450,000 grant from the U.S. Department of Defense Office of Local Defense Community Cooperation (OLDCC), enabling the commissioning of a Port Sustainability and Resiliency Study. This collaborative effort, spearheaded by the Port's owner agent WSP, together with its subconsultant, Jacobs Engineering Group Inc., aims to craft a comprehensive plan for the Port Authority of Guam (PAG) that seamlessly aligns with Guam's broader sustainability initiatives. The studies will include Zero Emissions, Zero Waste, Property Identification, and Strategy Development.

This significant undertaking underscores the Port's steadfast commitment to reducing carbon emissions, embracing sustainable practices, and actively participating in the preservation of Guam's environment and marine ecosystem. Moreover, by undertaking these studies and engaging in sustainability initiatives, the Port not only showcases its dedication to environmental stewardship but also enhances its qualifications for funding from the USEPA Inflation Reduction Act (IRA) and other grant programs. These activities are crucial in accessing funds that will modernize Port operations and align them with the goals of the USEPA IRA grant program.

As we continue to embrace the administration and our board's vision for a sustainable Guam, we are proud to launch our efforts to establish the Port Sustainability Plan. Governor Leon Guerrero also took time to recognize the board, management, and employees of the Port Authority of Guam for their environmental sustainability efforts stating, "I want to thank them for their aggressive drive to make this happen for the port."

The Port Sustainability Plan is a part of the Port's 2024 Look Ahead, a plan that details a comprehensive strategy to improve our Port's capabilities, aligning with the Governor and Lt. Governor's Strategic Framework presented in a One Guam approach to the military buildup. This framework prioritizes Guam's key concerns with a focus on National Security.

25. **Small Unmanned Aircraft System (SUAS) Program.** The Port Authority secured grant funding from the Port Security Grant Program to acquire and deploy a Small Unmanned Aircraft System (SUAS), commonly known as drones, which our Port Police division will operate. Acquiring the SUAS will empower our Port Law Enforcement personnel to monitor port properties, enhance security and protective measures, ensure a safe workplace and uninterrupted commerce, and uphold security mandates. The procurement process for the SUAS is currently underway.
26. **Port Authority Mobile App.** For the first time in our agency's history, the Port Authority's Marketing division initiated the procurement of a mobile app for the Port. This app will provide user convenience by allowing immediate access to information, services, and much more on the go. Additionally, it will streamline tasks, boost productivity, and improve communication.
27. **General Manager's Notes for YTD Finances.** We are providing the following summary for March 31, 2024:

**REVENUES AND CARGO THROUGHPUT:**

- The Port's Total YTD Operating revenue for March 31, 2024, is \$28.8 million, - 4.8% or \$1.4M lower than the YTD March FY 24 budget revenue projection of \$30.2M. As of March 31, the total breakbulk cargo revenue of \$569K is lower by 54% as compared to last fiscal year's total. The decrease in breakbulk revenue is one of the main reason for the decrease in the total operating revenues.

- The total number of containers handled as of March 31, 2024, is 42,023, -0.3% or 140 containers lower than last year's March 2023 YTD total of 42,163. The total tonnage for non-containerized cargos as of March is 103K revenue tonnage, which is 35% higher as compared to last year's March total of 76K revenue tonnage.

The addition of two container/ roll-on, roll-off vessels ("con-ro"), owned by Matson, that come to Guam are the primary reason for the increased in domestic non-containerized cargo by 976%. This is reflecting in the increase in Roll on Roll off revenue by 81%, from \$318K in March 2023 to \$576K in March 2024.

#### **OPERATING EXPENSES:**

- Overall Operating expenses, as of March 31, 2024, is \$28.5M, which is 3.5% or \$955K higher than the YTD budget for March with a total of \$27.6M. The current total expense as of March is 50% of the total approved FY2024 Budget in the amount of \$57.0M. In October 2023, typhoon Bolivar was anticipated to pass through Guam which resulted to typhoon related expense amounting to \$326K. This was an unforeseen expense that the Port incurred.

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

- YTD Overtime for Divisions involved in Operations is \$733K, 15% or \$95K higher than the overtime budget for YTD March at \$637K.
- The total Direct Labor revenue as of March is \$1.9M, -2.4% or \$216K lower than the FY23 budget of \$1.91M.

Here is the breakdown:

Direct Labor Revenue:	\$ 1,864,553
Operations Overtime:	<u>\$ 732,786</u>
Variance:	\$ 1,131,767

**YTD OPERATING REVENUES MINUS YTD EXPENSES:**

- Operating revenues minus operating expenses resulted in an operating income of \$246K. The final result for March is a net income of \$2.1M, after adding the net of Other Income/Expenses totaling \$1.9M.

*Note: \$1.9M is a net balance of Other Income and Expense composed of Interest Income, Interest Expense, Federal Reimbursements, Federal Expenses, Retirees COLA, Supplemental, Medical and Dental, and Other Non-Operating Income & Expenses.*

**Other Financial Highlights, as of March 31, 2024:**

- The debt service ratio as of March 31, 2024, is 1.45. This is 16% higher than the Bond Indenture Debt service ratio requirement of 1.25.
- Days Cash on Hand as of March is 827 days, 65% or 327 days higher than the 500 days requirement of Moody's Rating agency.

**Debt Service Ratio – March 2024**

Projected Annual Debt Service Coverage	1.45
Debt Service Coverage Requirement	1.25
Variance	0.20
% Above the Indenture Requirement	16%

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

- **USDHS/FEMA Port Security Grant Program.** The Port received \$124,779.00 from the 2023 PSGP that included the following Investment Justifications (projects):
  - Acquisition of Two (2) Port Police Boat Trailers. Guam Home Center was awarded Purchase Order #19742OS on March 19, 2024. Pending delivery to the PAG.
  - Acquisition of Port Police laptop and accessories. MD Wholesale was awarded Purchase Order #19777OS on April 1, 2024. Pending delivery to the PAG.
  - Acquisition of Port Police PPEs. Currently in the procurement process.

- **U.S. Economic Development Administration (EDA) Fuel Pipeline Connectivity Project.** A/E designer, AM Orient, submitted the 60% Design Submittal on March 8, 2024. PAG Engineering has completed their review of the documents. AM Orient is coordinating the 60% Design Submittal review meeting with their subconsultants. Geotechnical borings are scheduled for April 24-26.
  
- **Gantry Crane Acquisition.**
  - **Acquisition of an STS Gantry Crane by the PAG.**

The Port will be submitting a grant application to OLDCC's Defense Community Infrastructure Program (DCIP) to fund one (1) Ship-To-Shore (STS) Gantry Crane. In addition, Port Team collaboration is ongoing with the USDA for the acquisition of two (2) STS Gantry Cranes. In the meantime, Procurement has been instructed to move forward with the procurement process and start the requisition of potentially two (2) cranes.
  - **USDA Direct Loan.** PAG Finance was assigned to develop a request for proposal to select a lender to provide commercial loan financing for replacing the PAG's Ship-to-Shore Gantry Cranes and acquiring additional cargo handling equipment, e.g., Tractors, Telescopic 150 Ton Crane, Top lifters, and Forklifts. Port Team is working with the local USDA office in completing the application process. USDA Guidance has been provided with regards to the type of procurement that the Port will be executing.
  
- **MARAD Marine Highway Program.** The Grant Agreement for MARAD FY 2022 America's Marine Highway was effectuated on August 4, 2023.

*Update:* PAG Procurement has advertised bids for five (5) 5.5-ton forklifts, one (1) 180-ft. boom lift, and two (2) 40-plug mobile reefer generators. Award for the mobile reefer generators is pending MARAD's acceptance of the Build America, Buy America (BABA) certification provided by the bidder. Re-bids for the forklifts and boom lift are being advertised due to no bids received and high price, respectively.

- **Office of Local Defense Community Cooperation.** The PAG's recent grant application, totaling \$1.45M for its OAE, to conduct a Port Resiliency and Sustainability Study, was granted by OLDCC through the Office of the Governor.

The key feature of this grant is the Zero Emission Study, which will establish a baseline estimate of the Port's Greenhouse Gas (GHG) Scope 1 and 2 emissions

and identify Zero Emission (ZE) technologies for PAG's consideration toward achieving zero emissions at the Port. Additionally, a Zero Waste Study will enable the Port to assess Guam's Zero Waste Master Plan and identify and implement waste management best practices at the Port.

- **EPA Diesel Emissions Reduction Act (DERA) Program.** A purchase order for four (4) terminal yard tractors was issued to American Material Handling, Inc. on May 2, 2023. Delivery: 330 Days or April 2024.

*Update:* The four units arrived on the APL Oceania on April 15, 2024. PAG Transportation Division is currently working to have the units cleared and inspected.

- **US DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program.** PAG requested a no cost scope modification to the original F1 Pier and Wharves F2 – F6 repairs under the RAISE grant whereby funding for F1 Pier will be shifted to supplement funding for wharves F2 – F6. The request is going thru the approval process at the Office of the Secretary of Transportation.

*Update:* The MOA between MARAD, the Guam State Historical Preservation Office, and the PAG has been signed off by the Guam parties and has now been forwarded to MARAD for review and subsequent approval.

- **Office of Insular Affairs Maintenance Assistance Program (MAP).**
  - Port Welding Shop Phase 1 & 2 project. Awarded in 2020 & 2021. Seeks to repair concrete spalling and cracks on the exterior of the building and apply the proper protective coating once the exterior is fully repaired. The other component of the PAG's funding application is the acquisition of specialized equipment for the Welding Section to support the maintenance of its gantry cranes and other heavy duty equipment.

*Update:* A procurement planning meeting was held on March 19, 2024 for the repair and upgrade of the Welding Shop. The procurement packet is being developed.

- **Generator Maintenance Program.** Awarded on June 29, 2022. Hawthorne Pacific Corporation signed the purchase order on May 8, 2023. On June 28, 2023, requisitions were entered into the system and a total of eight (8) purchase orders were awarded on October 23, 2023, to three (3) different vendors: Landscape Management Systems, Inc., Far East Equipment Co. LLC., and Hawthorne Pacific Corporation. Genset maintenance/services and parts deliveries are ongoing.

***Update:*** Hawthorne Pacific continues to provide periodic maintenance service to all Port generators and have been very consistent with reporting and documenting the status of the Port's assets.

**29. Port Revenue Bonds Project Status.** As of April 25, 2024, 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.

In conclusion, our comprehensive updates outlined in this report reflect the ongoing dedication and strategic efforts of the Port Authority of Guam to maintain and enhance our facilities and operations. Through careful management, robust financial practices, and forward-thinking initiatives, we continue to uphold our commitment to safety, efficiency, and sustainability. As we navigate the challenges ahead, including the replacement of aging infrastructure and the adoption of new technologies, our focus remains steadfast on ensuring the Port's pivotal role in regional commerce and national security. We appreciate the continued support and collaboration of our board members, stakeholders, and the community as we strive to foster growth and resilience at the Port of Guam.

Respectfully submitted,



Rory J. Respicio  
General Manager

**2018 Port Revenue Bonds Status Report  
As of April 25, 2024**

Bond Project	Total Award Amount	Total Draw Down	Total Remaining Balance	PROCUREMENT IFB/RFP/PO Number	Status
Rehabilitation of "H" Wharf	\$46,331,895.00	\$1,495,735.10	\$44,836,159.90	PO No. 17043-OF for \$2,249,945.54 awarded to GHD Inc. New Contract Amount: \$2,656,621.37   PO No. 18140-OS was issued to Sumitomo Mitsui Construction Company, Ltd. for \$46,331,895.00	A;though is a resolution that will pause the upgrade to the Hotel Wharf and the Access Roadway project, the Port will be submitting a grant application to MARAD's 2024 Port Infrastructure Development Program (PIDP). The submission deadline is April 30, 2024.
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 that are currently under review by FEMA.
Waterline Replacement and Relocation	\$6,000,000.00	\$2,327,462.92	\$3,672,537.08	PO No. 17790OS for \$4,856,568.91 awarded to BME & Sons Inc.	Pipe installation progressed into the container yard. The project's current estimated completion date is December 2024.
EQMR Building Repairs and Upgrades	\$3,628,800.00	\$2,164,299.56	\$1,464,500.44	PO No. 18007OS for \$3,980,000.00 awarded to JJ Global Service	Replacement of the fire suppression system has been delayed due to the discovery of lead based paint. The PAG and JJ Global are currently discussing options for abatement.
Warehouse 1 Repairs	\$2,000,000.00	\$447,013.13	\$1,552,986.87	RFP No. 2019-03: A&E Design for \$1,406,427.48 awarded to NC Macario	The scope of work has been updated. The procurement packet is now pending Procurement and Legal review.
Other Priority Projects 1. Repair of F-1 Fuel Pier and wharves F-2, F-3, F-4, F-5, and F-6 waterfront facilities 2. Upgrade of the Port's IT system and integration of TOS	\$4,980,745.00	\$222,668.79	\$4,758,076.21	See status	1. Please refer to MARAD RAISE - Wharves Service Life Extension Hardening of Wharves F1-F6 for more information.  2. TOS Upgrade procurement packet is being developed.
Other Priority Projects - EnterpriseOne Financial Management System	\$2,500,000.00	\$2,415,879.65	\$84,120.35	See status	Module updates are ongoing, including work on Job order modules for vessels and SSRs. Oracle has begun working on multifactor authentication, tools, and Vertex upgrades. The PAG is also exploring additional applications such as content management for document retention.
New Admin. Annex Building	\$10,445,000.00	\$0.00	\$10,445,000.00	See status	Project is currently on hold pending Management decision.
<b>Grand Total</b>	<b>\$77,886,440.00</b>	<b>\$9,445,207.08</b>	<b>\$68,441,232.92</b>		





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

April 17, 2024

**MEMORANDUM**

To: Board of Directors  
From: Rory J. Respicio, General Manager *Rory J. Respicio*  
Subject: Realignment of Port Organizational Structure and Amendment of Job Standards

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*Hafa Adai!* On September 28, 2023, the Board of Directors passed Resolution No. 2023-15, *Relative to Authorizing the General Manager to proceed with Realignment of the Port Authority of Guam's Organizational Structure and to Amend Classified Job Specifications and to Retire Vacant, Obsolete Positions to Streamline Roles and Responsibilities and Optimize Organizational Effectiveness*. The resolution required that the amendments of job specifications for classified positions would need to comply with the transparency and disclosure process as outlined in 4 GCA Sections 6303 and 6303.1(a) and Rule 4.200 of the Authority's Personnel Rules and Regulations.

The resolution authorized the General Manager to proceed with realigning the Authority's organizational structure and under the required transparency and disclosure process for the amendment of job specifications for classified positions pursuant to applicable statutory law and Personnel Rules and Regulations. The realignment of the Port's organizational structure would include the merging of Operations and Equipment Maintenance Divisions into one division; establishing Facility Maintenance Division as a separate division, merging Capital Improvement Projects and Engineering Divisions into one division; and separating Occupational Safety and Environmental Compliance into two singular divisions.

The Board of Directors also authorized the General Manager to amend established job specifications that are in the Classification and Compensation Plan as approved by Public Law 30-43 and the Personnel Rules and Regulations and retire several established classified job specifications, specifically, the Financial Affairs Controller, Engineering Manager, Maintenance Manager, Equipment Operator Leader and other classified positions whose duties and responsibilities would be consolidated into the amended job specifications that would optimize organizational effectiveness.

As noted in the meeting, the effectiveness of the Authority's organization depends on how well roles are designed, how clearly and appropriately the interrelationship of various positions is developed and how well practices for planning, decision-making and communication are established. The current organizational structure, established in 2006, has its limitations and therefore an organizational realignment would better enhance and promote teamwork between the divisions, increase resource visibility, and manifest an improved sense of self-governance by its employees.

It was explained that in the latter part of 2021, the Port saw the departures of two senior managers as a result of retirement and no succession plan was in place which caused a void in the leadership for the Maintenance Department. To ensure the administration of the day-to-day activities and programs are not disrupted for the Maintenance Department, appointment was made for the Operations Manager to assume the duties and responsibilities of the Maintenance Manager without compensation.

During the past two years, it has been seen that division heads, superintendents and leaders when asked to accept positions in an acting capacity, in most cases willingly absorb additional duties and responsibilities without compensation and proven to go above and beyond to ensure the Port's mission is fulfilled and the supply chain to the island is not disrupted.

Memo to Board of Directors

Subject: Realignment of Port Organizational Structure and Amendment of Job Standards

April 17, 2024

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In April 2021, Moody's Investors Service issued a report that removed the Port Authority from credit watch based on strong finances despite the COVID-19 pandemic and demonstrated good cost control for fiscal years 2020 and 2021. In October 2022, S&P Global affirmed the "A" long-term rating on the Port's series 2018 Port Revenue Bonds and through its credit opinion stated *"Our overall assessment for the Authority's enterprise profile is strong, reflecting very strong economic fundamentals, and adequate market position and strong governance."* In August 2023, the Guam Public Auditor announced that the Port achieved low-risk auditee status for the 4<sup>th</sup> consecutive year (2019 to 2022) in a row and said *"These clean, low risk status audits for the past four years demonstrate strong leadership and management from the General Manager and his team of dedicated, qualified and Port-strong employees."*

The affirmation by S&P Global of the Port's 2018 Revenue Bond, along with the Port's low-risk designation from Moody's Investors Service, would bring the Port the credibility needed to seek funding to replace the Port's aging gantry cranes, rehabilitation of the wharves to ensure resiliency and replacing our aging facilities, and would show a commitment that the Port does not become a choke point for discharging and deploying military assets and commodities, in addition to management's charge to keeping the Port 100% operational at all times.

After the passage of the resolution and during the review of the organizational structure and current job specifications, it is recommended that the structure be realigned as follows:

1. Equipment Maintenance Division will be placed under the Operations Department.
2. Facility Maintenance Division will be established as a separate division.
3. Environmental Compliance Section will be separated from Occupational Health & Safety Division and established as a separate division.
4. Capital Improvement Projects Division will be merged with Engineering Division.
5. Marketing Division will be renamed as Marketing/Communication Division
6. Merge under Transportation Division the Equipment Operator and Crane Operator sections into one section.

The realignment will not displace any employee nor have any adverse effect upon any classified employees within the division. With this realignment, the following job specifications would need to be amended to streamline the role and responsibilities, optimize organizational effectiveness and reflect the duties and responsibilities expected of these positions.

Current Job Standard	Proposed Job Standard
Operations Manager	Operations & Equipment Maintenance Manager
Assistant Maintenance Manager	Assistant Equipment Maintenance Manager
Facilities Maintenance Superintendent	Facilities Maintenance Manager
Capital Improvement Projects Manager	Capital Improvement Projects & Engineering Manager
Port Marketing Administrator	Marketing & Communications Manager
Crane Operator Leader	Transportation Leader

If the Board of Directors agrees to the realignment of the organizational structure and in order to proceed with the amendment of job specifications for the above classified positions, compliance with the transparency and disclosure process as outlined in Title 4, Guam Code Annotated Sections 6303 and 6303.1(a) and Rule 4.200 of the Authority's Personnel Rules and Regulations, the transparency and disclosure process shall include the justification for the amendment, the essential details of the amendment, an analysis of the similarities or differences between the existing position and amendment, the job title, pay range and position description affected by the amendment.

Memo to Board of Directors

Subject: Realignment of Port Organizational Structure and Amendment of Job Standards

April 17, 2024

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The request is posted on the Port's website for 10 days (Saturdays, Sundays and Government of Guam holidays excepted). After the posting, the request shall be forwarded along with evidence that prompt notice of the posting was provided to each newspaper of general circulation and broadcasting station which airs a regular local news program within Guam. The General Manager will file the petition along with evidence of compliance with Section 6303.1(a) and Resolution No. 2023-15 with the Director of Administration and Legislative Secretary.

The amended positions are not to be filled until after compliance with the provisions of the law and after 180 days have elapsed from the date of filing with the Legislative Secretary.

To ensure that transparency and disclosure is provided to all parties concerned, the processes and estimated timeframes below are to be followed:

PROCESS	ESTIMATED TIMELINE
Memorandum to Division Heads on the proposed amendment of job specifications for review and comments.	April 26, 2024
Posting of proposed amendment of job specifications on Port's website	April 26, 2024
Notification to be provided to electronic and written media outlets on the Port's proposed amendment of job specifications, its availability on the website and period of comments to be provided to Port.	April 26, 2024 to May 10, 2024
Port Human Resources staff to present to the General Manager comments received, if any and evidence of compliance of transparency and disclosure	May 13, 2024
Request to be re-submitted to the Board for final approval and adoption by resolution.	May 23, 2024
General Manager files petition along with evidence of compliance with Section 6303.1(a) and Resolution No. 2023-15 with the Director of Administration and Legislative Secretary.	May 24, 2024
Process job announcement for position and/or effective date of reallocation of position	November 21, 2024

In light of the above, we are attaching proposed amendment of job specifications for the positions listed above for your review and approval to begin the transparency and disclosure process.

Your kind approval is greatly appreciated. *Si Yu'os Ma'ase.*

Attachments

Cc: Deputy General Manager, Administration & Finance  
Deputy General Manager, Operations & Maintenance  
Acting Personnel Services Administrator  
Corporate Services Manager

## **NOTICE OF PROPOSED AMENDMENT OF JOB STANDARDS**

### **REQUEST:**

On September 28, 2023, the Board of Directors passed Resolution No. 2023-15, *Relative to Authorizing the General Manager to proceed with Realignment of the Port Authority of Guam's Organizational Structure and to Amend Classified Job Specifications and to Retire Vacant, Obsolete Positions to Streamline Roles and Responsibilities and Optimize Organizational Effectiveness*. The resolution required that the amendments of job specifications for classified positions would need to comply with the transparency and disclosure process as outlined in 4 GCA Sections 6303 and 6303.1(a) and Rule 4.200 of the Authority's Personnel Rules and Regulations. The resolution authorized the General Manager to proceed with realigning the Authority's organizational structure and under the required transparency and disclosure process for the amendment of job specifications for classified positions pursuant to applicable statutory law and Personnel Rules and Regulations.

### **AUTHORITY:**

Title 12, Guam Code Annotated, Section 10104(e) compels the Board of Directors to establish the Authority's internal organization and management and to adopt regulations for the administration of its operations and conduct of its affairs.

Title 12, Guam Code Annotated, Section 10111(a) also dictates the Board of Directors establish and amend rules and regulations governing the selection, promotion, performance evaluation, demotion, suspension and other disciplinary action for employees of the Authority.

Title 12, Guam Code Annotated, Section 10107 delineates the duties and responsibilities of the General Manager, of which Subsection (f) prescribes that he selects and appoint the employees of the Authority and plan, organize, coordinate and control the services of such employees.

Public Law 30-43 adopted the Port's Personnel Rules, wherein Rule 4.200 provides, *Amendment of Maritime Positions Unique to Port Operations, and Certified, Technical and Professional Positions*, that authorizes the General Manager to request the Board of Directors to amend established job specifications that are in the Classification & Compensation Plan.

In the Personnel Rules and Regulations, Chapter 2 outlines the responsibilities of the General Manager to include that he maintains the position classification and compensation plan. Section 6303(e)(1), *Creation of Positions*, Title 4, Guam Code Annotated amended Chapter 4, Rule 4.200, *Amendment of Maritime Positions Unique to Port Operations, and Certified, Technical and Professional Positions*, via Public Law 34-131 on October 17, 2018. The section stipulates:

#### *Section 6303(e)*

- 1) *If a position created pursuant to Section 6303 is amended in pay range, position description, or qualifications, the amendment shall be subject to a petition of the head of a line agency, department, autonomous agency, or public corporation (or, in the case of the Judiciary, the Administrator of the Courts) listed in 4 GCA §4105(a). Said petition shall include:*
  - A. *the justification for the amendment of the position;*
  - B. *the essential details concerning the amendment of the position;*
  - C. *the amended pay range and position description; and*
  - D. *any other pertinent information.*

- 2) *The petition for the amendment shall be posted on the line agency, department, autonomous agency, or public corporation's website (or, in the case of the Judiciary, the Judiciary's website) for ten (10) days (Saturdays, Sundays and government of Guam holidays excepted), and must comply with §6303.1(a) of this Article.*

*C. Autonomous Agencies and Public Corporations. The head of an autonomous agency or public corporation shall forward the petition, along with evidence of his compliance with §6303.1(a), to the governing board or commission, who, if it approves the same, shall approve the petition by resolution and file the petition and resolution for record with the Director of Administration and the Legislative Secretary.*

- 3) *No amended position may be filled until after compliance with the provisions of this Section, and one hundred eighty (180) days have elapsed from the date of filing with the Legislative Secretary.*
- 4) *If a position's qualifications were amended and the position must be filled prior to the one hundred eighty (180) day period, the last approved position qualification shall be used for selection. No penalty shall be applied to any applicant who does not meet requirements from an amended position description that did not complete the one hundred eighty (180) day period.*

On September 28, 2023, the Board of Directors passed Resolution No. 2023-15, *Relative to Authorizing the General Manager to proceed with Realignment of the Port Authority of Guam's Organizational Structure and to Amend Classified Job Specifications and to Retire Vacant, Obsolete Positions to Streamline Roles and Responsibilities and Optimize Organizational Effectiveness.* The resolution required that the amendments of job specifications for classified positions would need to comply with the transparency and disclosure process as outlined in 4 GCA Sections 6303 and 6303.1(a) and Rule 4.200 of the Authority's Personnel Rules and Regulations. The resolution authorized the General Manager to proceed with realigning the Authority's organizational structure and under the required transparency and disclosure process for the amendment of job specifications for classified positions pursuant to applicable statutory law and Personnel Rules and Regulations.

**References of Compliance:**

2 GCA §9101, Restrictions Against Unfunded Appropriations, *"All bills that have an effect upon the revenues or the expenditure of any funds of the Government of Guam shall identify a specific funding source for which funds are, in fact, available...."*

4 GCA §4105(a) Departmental Rules *"Rules subject to criteria established by this Chapter governing selection, promotion, performance, evaluation, demotion, suspension and other disciplinary action of classified employees shall be adopted by the Board of Directors of the Jose D. Leon Guerrero Commercial Port...with respect to personnel matters within their respective Branches, agencies, public corporations or departments, and by the Director of Administration as to all other Executive Branch employment."*

4 GCA §4101.1(d). Responsibilities of the Director of Administration Regarding Personnel Policy of the Government. *"The Director of Administration shall perform the following functions... (d) Maintain, post and keep current on the Department's website a list of all classified and unclassified positions in the executive branch, including autonomous agencies and public corporations, showing the job description and pay range assigned to each position...."*

#### 4 GCA §6301. Compensation Policy.

- “(a) Employee compensation shall be based on internal equity and external competitiveness.*
- (b) To the extent practical, compensation will be targeted at the U.S. National Average levels compared to the appropriate labor markets and account taken of the relevant economic factors.*
- (c) Internal equity should be reviewed annually and external competitiveness at least every three (3) years.*
- (d) Compensation structures and administrative policies should also recognize and reward individual employees commensurate with performance.*
- (e) All aspects of compensation (base salaries, benefits, pay differentials, and other factors) will be considered as a total reward and incentive package for employees and shall be consistent and uniformly administered through the government.*
- (f) A program of ongoing communications and training shall be a critical component of compensation administration.”*

#### **AGENCY BACKGROUND:**

Public Law 13-87 created the Port Authority of Guam as a public corporation and an autonomous instrumentality of the Government of Guam. The Agency is mandated to provide for the needs of ocean commerce, shipping, recreational, commercial boating and navigation of the Territory of Guam. Its enabling act provides that it must be entirely self-supporting. Its financial obligations and administrative operating costs must be paid by monies generated from the use of its facilities and services in accordance with the provisions of the Port terminal tariff. The Board of Directors is comprised of five (5) non-salaried members appointed by the Governor with the consent and advice of the Guam Legislature. The Board provides and establishes policies and directives pertaining to the planning, promotion, development, construction, operation and maintenance of the Port facilities.

#### **JUSTIFICATION:**

The Port serves as the only commercial port on the island of Guam and serves as the primary transshipment hub for other islands in the Southwest Pacific region, such as, Commonwealth of the Northern Marianas Islands, Federated States of Micronesia, Republic of Marshall Islands and Palau. Citizens of Guam and neighboring islands depend on the Port to provide essential goods, most notably food products, medical supplies, building materials and fuel. Currently, more than 90 percent of the total volume of goods and supplies needed to support activities flow through the Port. In addition, the U.S. military relies on the Port to handle nearly all of the military cargo and equipment moving in and out of Guam to support Defense community's needs.

With over 90% of containerized and breakbulk commodities passing through its wharves and the lifeline between Guam, the region and the rest of the world, it is critically important that the Port invests in initiatives to upgrade its infrastructure, facilities, equipment to achieve resiliency, ensure supply chain sustainability and enhance operational capacity and services.

Over the past decade, the Port has grown and evolved into a world-class commercial port and has had significant success, evidenced with the recent successful completion of the \$50 million Port Modernization Program, the recent ground-breaking for Hotel Wharf Rehabilitation Projects, and federal funding to repair

Golf Pier and F-1 and F-6 wharves. Moving forward, the Port continues to develop its maintenance and capital improvement projects with future development partnership with U.S. Department of Defense's Indo-Pacific Strategy and Pacific Deterrence Initiatives.

Typhoon Mawar hit Guam on May 24, 2023 and left behind a massive trail of destruction. Port employees worked tirelessly to get the Port back up and in three days the Agency was fully operational. Based on the assessment conducted by Engineering staff, it was determined that the estimated cost of \$9 million plus would be needed to repair or replace the Port facilities due to damages sustained.

In addition to the repair of Port facilities as a result of damages sustained by Typhoon Mawar, in the next year, the Port will be embarking on major capital improvement projects to harden the Port infrastructure and acquire new cargo handling equipment to ensure resiliency and reliability for all Port users and communities, as well as, prepare for the increase of military cargoes as a result of the transfer of United States military forces from Okinawa to Guam. The priorities of the project are included in the Port's Readiness Plan which is reflected in the 2023 Master Plan Update. The key elements of this plan will include the wharf and pier service life extensions and strengthening our maritime infrastructure to accommodate current and future functions of the Port, as well as, adverse climate and environmental issues the island is facing.

Aside from the Port Readiness Plan, the Port will also be undertaking over 175 capital improvement projects over the next 5 years, to include marinas and harbor of safe refuge. Each division affected by this realignment will be working in collaboration with each other, Port's Owner Agent engineer consultants and contractors to ensure that such projects do not disrupt the flow of cargoes into the island and transshipment to our Micronesian neighboring islands. Hand-in-hand with this plan, a marketing and communications plan will play a critical part and success of the Port's progress and will provide a clear and concise plan to our customers and allow them to track and measure our progress.

To ensure the Port issues the necessary procurement solicitations required which will focus on making certain future readiness and resiliency of the modernized port through hardening its assets and acquiring new cargo handling equipment are done, there is a need for several classified positions within the Port's Classification and Compensation Plan.

The effectiveness of the Authority's organization depends on how well roles are designed, how clearly and appropriately the interrelationship of various positions is developed and how well practices for planning, decision-making and communication are established. The current organizational structure, established in 2006, has its limitations and therefore an organizational realignment would better enhance and promote teamwork between the divisions, increase resource visibility, and manifest an improved sense of self-governance by its employees.

In the latter part of 2021, the Port saw the departures of two senior managers as a result of retirement and no succession plan was in place which caused a void in the leadership for the Maintenance Department. To ensure the administration of the day-to-day activities and programs for the Maintenance Department are not disrupted, appointment was made for the Operations Manager to assume the Maintenance Manager without compensation. Also during this period, division heads, superintendents and leaders when asked to accept positions in an acting capacity, in most cases willingly absorb additional duties and responsibilities without compensation have proven to go above and beyond to ensure the Port's mission is fulfilled and the supply chain to the island is not disrupted.

In April 2021, Moody’s Investors Service issued a report that removed the Port Authority from credit watch based on strong finances despite the COVID-19 pandemic and demonstrated good cost control for fiscal years 2020 and 2021. In October 2022, S&P Global affirmed the “A” long-term rating on the Port’s series 2018 Port Revenue Bonds and through its credit opinion stated *“Our overall assessment for the Authority’s enterprise profile is strong, reflecting very strong economic fundamentals, and adequate market position and strong governance.”* In August 2023, the Guam Public Auditor announced that the Port achieved low-risk auditee status for the 4<sup>th</sup> consecutive year (2019 to 2022) in a row and said *“These clean, low risk status audits for the past four years demonstrate strong leadership and management from the General Manager and his team of dedicated, qualified and Port-strong employees.”*

The affirmation by S&P Global of the Port’s 2018 Revenue Bond, along with the Port’s low-risk designation from Moody’s Investors Service, would bring the Port the credibility needed to seek funding to replace the Port’s aging gantry cranes, rehabilitation of the wharves to ensure resiliency and replacing our aging facilities, and would show a commitment that the Port does not become a choke point for discharging and deploying military assets and commodities, in addition to management’s charge to keeping the Port 100% operational at all times.

To ensure the Port maintains this commitment, the current organizational structure of the Port will be realigned as follows:

1. Equipment Maintenance Division will be placed under the Operations Department.
2. Facility Maintenance Division will be established as a separate division.
3. Environmental Compliance Section will be separated from Occupational Health & Safety Division and established as a separate division.
4. Capital Improvement Projects Division will be merged with Engineering Division.
5. Marketing Division will be renamed as Marketing/Communication Division
6. Merge under Transportation Division the Equipment Operator and Crane Operator sections into one section.

The realignment will not displace any employee nor have any adverse effect upon any classified employees within the division. With this realignment, the following job specifications would need to be amended to streamline the role and responsibilities, optimize organizational effectiveness and reflect the duties and responsibilities expected of these positions.

Current Job Standard	Proposed Job Standard
Operations Manager	Operations & Equipment Maintenance Manager
Assistant Maintenance Manager	Assistant Equipment Maintenance Manager
Facilities Maintenance Superintendent	Facilities Maintenance Manager
Environmental Compliance Specialist	Environmental Compliance Administrator
Capital Improvement Projects Manager	Capital Improvement Projects & Engineering Manager
Port Marketing Administrator	Marketing & Communications Manager
Crane Operator Leader	Transportation Leader

The nature of work for these positions are described in detail in the proposed job standards and classification review which are attached.



**METHODOLOGY**

Human Resources staff reviewed the duties and responsibilities of the proposed amended job standards position using the job evaluation systematic process for assessing the content, relative size and importance of the job within our organization using a total of 12 measurement factors. Each factor indicates a point rating and sum of all points representing the total "points" value for the job. Also provided were the organizational and functional charts.

In summary, the job evaluation provides:

1. A structured approach to assessing the relative work of each job;
2. Measurement factors universally applicable across all sectors of industry, commerce, and government; and
3. Objectivity which is attained to avoid much of the irrational and/or emotional impact of personality conflicts and personal prejudices.

Part two of the methodology completes the evaluation of these positions in using the New Port Compensation structuring which is determined based on compensation comparison of Compensation trends of the Private Sector, State and Local Government on percentage changes in wages, salaries and benefits, including Market Percentiles, the determination of Certified/Technical and Professional Positions and regression analysis of base salaries.



CARMELITA C. NEDEDOG  
Acting Personnel Services Administrator

Date: 4/17/2024

Attachments

# **PORT AUTHORITY OF GUAM**

## **FUNCTIONAL STATEMENT**

**Fiscal Year 2024**

### **INTRODUCTION**

The Jose D. Leon Guerrero Commercial Port is established by Public Law 13-87, as a public corporation and an autonomous instrumentality of the Government of Guam. The Agency is mandated to provide for the needs of ocean commerce, shipping, recreational, commercial/boating and navigation of the Territory of Guam.

The enabling act provides that the Port must be entirely self-supporting, i.e., it must raise capital funds for construction projects by borrowing money on its own credit. Its financial obligations and administrative operating costs must be paid by monies generated from the use of its facilities and services in accordance with the provisions of the Port terminal tariff.

### **BOARD OF DIRECTORS**

The Board of Directors is composed of five (5) non-salaried members, appointed by the Governor with the consent and advice of the Guam Legislature. The Board provides and establishes policies and directives pertaining to the planning, promotion, development, construction, operation and maintenance of the Port facilities.

### **GENERAL MANAGER**

The General Manager, under the general direction of the Board of Directors, serves as Chief Executive Officer for the Authority. The General Manager has charge and control of the planning, organization, staffing, direction and coordination of the Authority's operations and business affairs. The General Manager is hired and employed at the pleasure of the Board.

Port Staff Attorney: Under the general supervision of the General Manager, the Port Staff Attorney provides legal advice and representation on a wide range of complex legal matters related to Port contractual rights and obligations, real estate, construction, maritime employment, government employment, conflicts of interest, procurement and other applicable local and federal laws.

Administrative Services: Provides administrative and secretarial services to the Board of Directors, General Manager and Deputy General Managers. Conducts reviews of the Port's internals and provides recommended solutions to management on improvement.

### **DEPUTY GENERAL MANAGER, OPERATIONS & MAINTENANCE**

The Deputy General Manager, Operations & Maintenance is under the general supervision of the General Manager. In the absence of the General Manager, the Deputy General Manager, Operations & Maintenance may serve as Acting General Manager. The position is hired and employed under the terms and conditions fixed by and at the pleasure of the Board of Directors.

The Deputy General Manager for Operations & Maintenance is responsible for the overall operations and administration of Compliance/Control, Operations and Maintenance departments.

### **CONTROL/COMPLIANCE DEPARTMENT**

#### **HARBOR MASTER DIVISION**

The division is responsible for providing and administering the overall safe and orderly movement, berthing, mooring and traffic of sea vessels within the Apra Harbor area.

#### **PORT POLICE DIVISION**

The division is functionally responsible for the protection of life and property through the Agency's law enforcement rules and regulations, Guam Criminal and Motor Vehicle Codes, U.S. Department of Transportation Maritime Security Act and applicable federal and local law enforcement programs, mandates, rules and regulations.

#### **OCCUPATIONAL SAFETY AND HEALTH DIVISION**

This division is responsible for the compliance and enforcement of the Occupational Safety & Health Act of Guam, federal and local mandates and regulations on marine terminal, and long shoring.

#### **ENVIRONMENTAL COMPLIANCE DIVISION**

This division is responsible for the compliance and enforcement of federal and local environmental programs at the Port, such as, hazardous waste, solid waste, air pollution, water quality, spill, prevention control and countermeasures, polychlorinated biphenyls (PCBs), and the Superfund Amendment Reauthorization Act (SARA) Title III.

#### **PLANNING DIVISION**

The division is responsible for securing and administering the federal grants in aid; ensuring compliance with federal and local regulations and program guidelines; evaluating the financial feasibility of proposed capital improvement projects; and providing technical advice to management regarding the effectiveness of the Agency's programs, operations or its productivity and efficiency.

#### **ENGINEERING/CIP DIVISION**

Responsible for providing management with professional civil engineering work involved in the overall planning, design and construction of seaport facilities. Also responsible for the coordination of the Agency's capital improvement projects in regards to the planning, implementing and monitoring of programs, functions and activities, including coordination with port and harbor agencies on the engineering aspects of cargo handling equipment and other port related operations, facilities, certifications, and pollution control.

## **OPERATIONS & EQUIPMENT MAINTENANCE DEPARTMENT**

The Operations & Equipment Maintenance Manager is under the general supervision of the Deputy General Manager of Operations & Maintenance. The position is responsible for the day-to-day operations and administration of the Transportation, Terminal, and Stevedoring and Equipment Maintenance divisions.

### **TRANSPORTATION DIVISION**

The division administers the programs, projects and activities involved in the operation of cargo handling equipment, such as, gantry cranes, top loaders, side loaders, forklifts, tractors, etc., for the vessel operations and special service requests.

**Dispatcher:** Charged with the responsibility of dispatching personnel and equipment assigned to the vessel operations; relaying and recording messages; and the maintenance of records of activities of the division.

**Crane Operator Section:** The section is responsible for operating the gantry cranes for the loading and unloading of containerized and breakbulk cargoes during vessel and normal operations. The section also assists the Equipment Operator Section in the operation of other related equipment.

**Equipment Operator Section:** The section is responsible for operating tractors, top loaders, side loaders, forklifts, and related equipment involved in the movement and storage of container and breakbulk cargoes during vessel and normal operations.

### **TERMINAL DIVISION**

The division administers the programs, projects and activities functionally charged with the responsibility for receiving, recording, storage, transfer, consignment and accountability of transit containerized and breakbulk cargoes within the terminal facilities and warehouses.

**Cargo Control Section:** The section accounts and issues containers received from vessel/customers; maintains control of container movements; records/verifies container locations; operates and accounts for receiving, storage, and issuing breakbulk cargoes in the transit warehouses. The section processes and physically inspects all transit vehicles or equipment prior to its issuance or export to consignees.

### **STEVEDORING DIVISION**

The division administers the operations, programs and activities involved in providing vessel operations with the necessary manpower, such as, the lashing and unlashng of containers, loading and unloading of containers and breakbulk cargoes, the stuffing and un-stuffing of containers, etc. Additionally, the division manufactures and repairs a variety of rigging equipment and devices.

**Cargo Handling Section:** Provides all manual work for vessel operations, such as, the lashing activities, rigging of cargoes, palletizing of cargoes, stuffing and un-stuffing of containers, etc. and operates vessel winches to load and unload cargoes.

Rigging Section: Manufactures, repairs and operates a variety of rigging equipment and devices, as well as, stocks up and provides necessary rigging equipment and devices for all vessel operations.

### **EQUIPMENT MAINTENANCE DIVISION**

This division is functionally charged with the responsibility for the maintenance and repair of all cargo handling equipment, such as, gantry cranes, tractor, top-loaders, side-loaders, diesel and gasoline-powered light and heavy equipment and vehicles. The division provides preventive maintenance work to prevent the corrosion of Port equipment and facilities.

Maintenance Control Section: Coordinates work projects for the maintenance, alteration, repair and upkeep of cargo handling equipment and vehicles.

Crane Maintenance Section: This section is functionally responsible for the maintenance and repair of mechanical, electrical and hydraulic systems of the gantry cranes to ensure that all operating sections have reliable and necessary cargo handling equipment. Assists the other sections in the repair of cargo handling equipment.

Fleet Maintenance Section: This section is responsible for the overhaul, maintenance and repair of diesel and gasoline-powered equipment to ensure that all sections have the necessary and reliable cargo handling equipment to perform their assigned functions.

Corrosion Control Section: This section is responsible for providing preventive maintenance work to effectively prevent or stop the corrosion on the structural framework of the gantry cranes, top-loaders, side-loaders, tractors, forklifts and vehicles.

Welding Section: This section is responsible for providing welding work on the structural framework of the cargo handling equipment and Port's facilities.

### **FACILITY MAINTENANCE DEPARTMENT**

The division is responsible for the administration of programs, projects and activities involved in the maintenance, alteration, repair and upkeep of the Port facilities, warehouses, trade shops and grounds.

Maintenance Control Section: Coordinates work projects for the maintenance, alteration, repair and upkeep of buildings, marinas and grounds.

Building Maintenance & Janitorial Section: This section provides all services involved in the construction, maintenance, alteration, and upkeep of wooden structures, such as, offices, doors, windows, floors, cabinets and partitions. Responsible for the installation, alteration and maintenance of the plumbing systems, fittings and accessories. Also provides custodial services, housekeeping and grounds maintenance work and minor maintenance repair work on the plumbing/electrical systems, office furniture, equipment and building structures.

Refrigeration/Electrical Section: This section is responsible for the installation, maintenance and repair of the central and window-type conditioning units and water cooling systems. In addition, installs, maintains, alters, and repairs electrical systems for the administrative buildings, offices, and trade shops.

**DEPUTY GENERAL MANAGER, ADMINISTRATION & FINANCE**

The Deputy General Manager for Administration & Finance is responsible for the overall operations and administration of Marketing/Public Relations Division and Corporate Services Department which includes General Administration, Commercial, Human Resources, Information Technology, Procurement & Supply, Finance and Marketing divisions.

**MARKETING & COMMUNICATIONS DIVISION**

Responsible for the planning, developing, coordinating and implementing of the Agency's local, regional and worldwide marketing and communication activities and efforts.

**CORPORATE SERVICES DIVISION**

The Corporate Services Manager is under the general supervision of the Deputy General Manager, Administration & Finance. The position provides technical advice to management regarding the programs, projects, activities and operations of Finance, Human Resources, Information Technology, Procurement & Supply, Commercial, and General Administration divisions.

**GENERAL ADMINISTRATION DIVISION**

The division is responsible for the Authority's internal/external mail distribution, switchboard operations and all major reproduction services. This division is responsible for the records management program for the Authority.

**COMMERCIAL DIVISION**

The division oversees all real estate and appurtenances controlled by the Port and responsible for projects pertaining to the planning, organizing, controlling of the property planning and development of the Commercial Port and Industrial Complex and all other Port real property. The division is also responsible for the day-to-day management of the programs and activities involving the operation, maintenance and repair of the marina and its facilities.

**INFORMATION TECHNOLOGY DIVISION**

Responsible for the administration and control of data processing services for informational, financial, personnel, voice and data communications and other management functions.

**FINANCE DIVISION**

The Finance Division is responsible for the development and maintenance of the Authority's payroll, accounting, and billing functions. Also responsible for the continual review of accounting controls to safeguard all assets and to ensure fulfillment of commitments to management; and for coordinating the annual audit of the authority with an independent public accounting firm retained by the Board of Directors.

Expense Accounting Section: Responsible for accuracy and timeliness of all accounts payables, establishing and maintaining fixed asset property inventory records and validating, auditing and payment of approximately 400 daily/weekly time cards and the issuance of bi-weekly paychecks to include payroll deductions and fringe benefit allotments.

Revenue Accounting Section: Responsible for the invoicing of billable services and use of facilities with the Port tariff provisions, maintenance of the general ledger and collection of revenues.

### **PROCUREMENT AND SUPPLY DIVISION**

This division is responsible for the procurement and supply, inventory and surplus property programs for the Agency.

Procurement Section: This section is responsible for ensuring that the General Manager's delegation of procurement authority is safe guarded; ensures that all applicable federal and territorial procurement rules and regulations are adhered to.

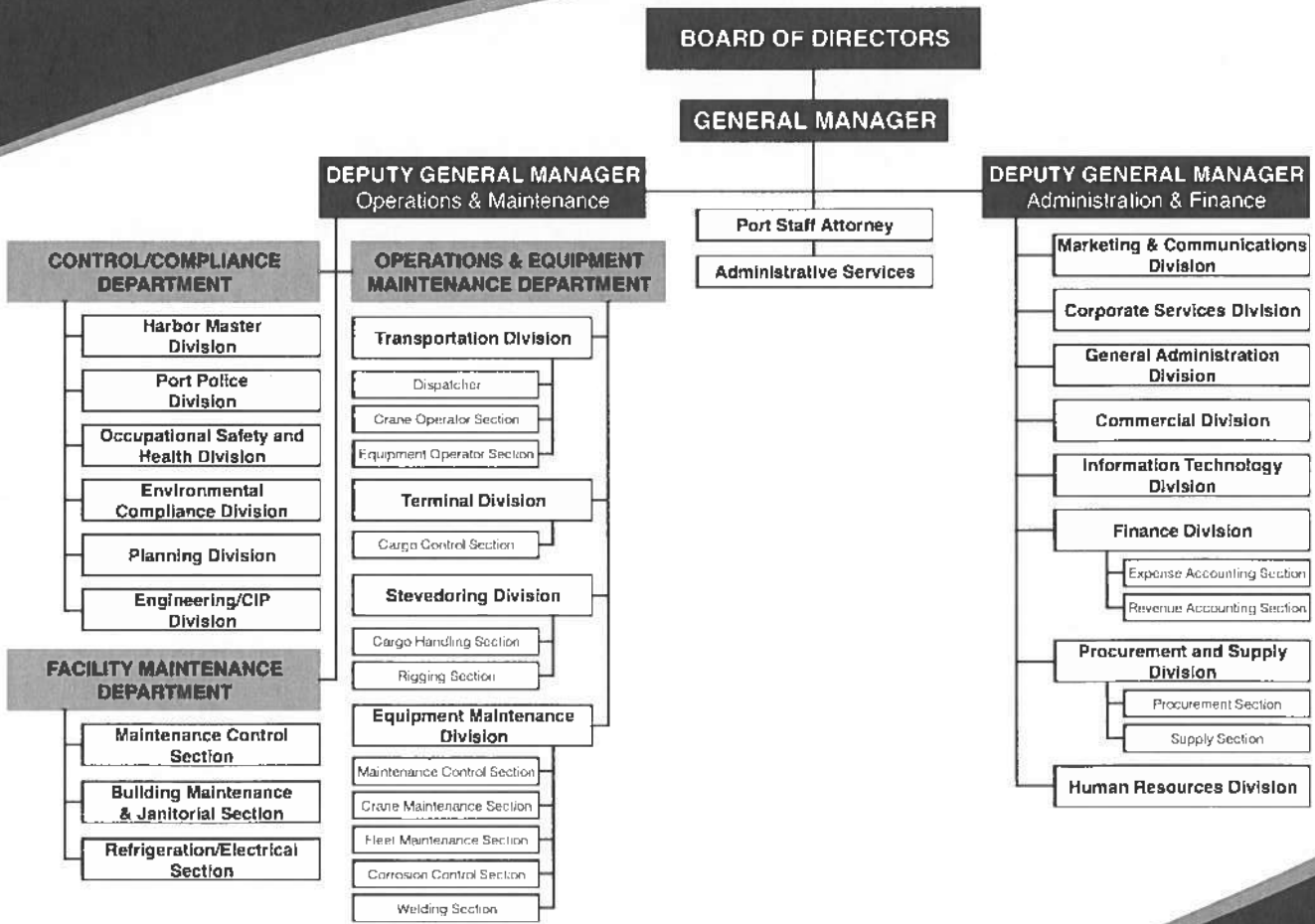
Supply Section: This section is responsible for multi-million-dollar parts/supplies inventories; operate and maintain the sole parts/supply warehouse for the entire Port Authority.

### **HUMAN RESOURCES DIVISION**

This division is responsible for the development, coordination, planning and administration of a comprehensive personnel program for the Agency. These programs include, but not necessarily limited to, position classification and compensation plans, employee development and service functions, employment and recruitment, training, equal employment opportunity, employee relations activities, and the maintenance of personnel records for all employees.

# PORT AUTHORITY OF GUAM

Jose D. Leon Guerrero Commercial Port  
FY 2024 FUNCTIONAL CHART





## FISCAL NOTE

1. Fiscal effect: Identify the fiscal effect on the agency appropriations compared to funding levels and appropriations anticipated under current Budget.

	FY 2024				FY 2025			
	General	Crane Surcharge	FMF	Marinas	General	Crane Surcharge	FMF	Marinas
Revenues								
Expenditures	\$42,253				\$100,787			
Budget								

2. A. Fiscal impact summary: *Provide a brief summary of the measure, including description of the provisions having fiscal impact*

The Port is in the process of petitioning for the realignment of Port organizational structure and amendment of job standards of the listed positions under the Port's Classification and Compensation Plan as adopted by Board Resolution No. 2023-15.

- Facilities Maintenance Manager
- Operations & Equipment Maintenance Manager
- Assistant Equipment Maintenance Manager
- Capital Improvement Projects & Engineering Manager
- Marketing & Communications Manager
- Transportation Leader

The salaries and benefits for the positions has also been identified. The following are different levels recommended for the listed positions and their corresponding salary ranges.

### Facilities Maintenance Manager

Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
O-6D	\$ 110,118	O-7D	\$ 114,589

### Operations & Equipment Maintenance Manager

Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
P-9B	\$ 141,101	P-10B	\$ 146,830

### Assistant Equipment Maintenance Manager

Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
O-6A	\$ 106,879	O-7A	\$ 111,219

### Capital Improvement Projects & Engineering Manager

Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
P-8A	\$ 134,252	P-9A	\$ 139,704

**Marketing & Communications Manager**

Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
O-6D	\$ 110,118	O-7D	\$ 114,589

**Transportation Leader**

Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
J-8B	\$ 57,540	J-9B	\$ 59,876

B. Fiscal impact sections: *Identify and provide a brief description of the sections of the measure which have fiscal impact. Include any assumptions and comments relevant to the analysis.*

The General Manager will be presenting to the Board on April 25, 2024 the Realignment of the Port Organizational Structure and Amendment of Job Standards on (6) six positions, as follows: Facilities Maintenance Manager, Operations & Equipment Maintenance Manager, Assistant Equipment Maintenance Manager, Capital Improvement Projects & Engineering Manager, Marketing & Communications Manager, Transportation Leader. The funding for the six positions will come from the Vacancy Pool.

3. Fiscal effect detail: *For information shown under state fiscal effect in 1A, please:*

A. Revenues:

B. Expenditures:

If the Port decides to hire based on the minimum salary for the six positions starting May 4, 2024 the total pro-rated amount for FY 2024 is \$42,253. The hiring of the six new positions will increase the salary for FY 2025 to \$100,787.

C. Budget: *Explain the appropriations amounts. Provide detail, when appropriate, for each agency and fund affected. Explain the relationship between the amounts shown for expenditures and appropriations. Indicate whether the appropriation or a part of the appropriation is included in the executive budget or relates to a continuing appropriation.*

The appropriations for the realignment of the six positions will come from the Vacancy Pool budget based on the YTD for FY 2024. The expenditures for FY 2024 and FY 2025 are indicated in Section 1.



Name: Jose B. Guevara III, Chief Financial Officer  
 Division: Finance Division  
 Telephone: (671) 477-5931 ext. 211  
 Date Prepared: 4/22/2024

**PROPOSED AMENDMENT to JOB STANDARD of  
FACILITIES MAINTENANCE SUPERINTENDENT to  
FACILITIES MAINTENANCE MANAGER**

**CLASSIFICATION REVIEW:**

The proposed Facilities Maintenance Manager position will manage the routine and emergency maintenance of the Port Authority of Guam's fixed facility assets. The position will perform skilled technical repair and maintenance work on all Port facilities, to include electrical, plumbing, HVAC, carpentry, landscaping and other building maintenance and small equipment repair work. The position will perform inspections, diagnoses problems and makes appropriate repairs or coordinates repairs with outside contractors. The position will be required to promote the Port's mission and value statements. The position will take an active role in improving overall organizational performance, especially, as related to addressing opportunities for improvement in the areas of facility maintenance, facility fixed equipment and facility grounds maintenance.

The position requires knowledge of:

- Applicable federal and local state and building codes and building maintenance procedures.
- Public administration principles and practices including project management, facilities maintenance, budgeting and training.
- Understand all standards pursuant to the policies and procedures of the Port safety and environmental.
- General knowledge of mechanical operating system principles, building construction, facilities and grounds maintenance requirements.
- Basic math and accounting skills to aid in preparing a budget, tracking expenditures and purchasing wisely to show accountability for funds spent.
- Ability to use basic office equipment including personal computer with knowledge of Microsoft Office, Excel and Outlook, calculator, fax machine, copy machine and telephone.

The position requires ability to effectively use and possess skills in:

- Manage employees who perform maintenance work.
- Management of multiple responsibilities, projects and tasks simultaneously, work under deadlines and meet deadlines in a stressful or difficult situations.
- Independent judgment and decision making when required with the ability to operate without supervision.
- Accomplish small construction projects that require various construction techniques, such as, framing, welding and cutting.
- Keep accurate records and reports as appropriate for the position.
- Prioritize assigned projects. Establish goals and work within the framework of the Port.
- Adapt to change and new challenges, completing assigned projects.
- Provide support to team efforts by accepting challenging roles and responsibilities while helping others to achieve professional objectives.
- Create a working environment where customer service is a priority.
- Establish and maintain satisfactory working relationship with the general public, local and federal personnel, co-workers and subordinates.

Classification Review

Proposed Amendment to Job Standard of Facilities Maintenance Superintendent to  
Facilities Maintenance Manager

Page 2

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- Communicate effectively both verbally and in writing; demonstrate proficiency in the use of computer technology and job relevant software programs.
- Teach subject matter to others and train others through explanation, demonstration or practice.
- Operate hand tools, power tools, ladders, welders, torches, forklifts, heavy equipment and vehicles in a safe and efficient manner.
- Work a flexible schedule based on the needs of the Port.

The position will be managing the programs and activities of the following sections under the Facilities Maintenance Division with a total of 26 employees. Out of the 26 employees, the position supervises 2 supervisors on the daily activities of Electrical/Refrigeration & Building Maintenance Sections.

1. Electrical/Refrigeration: 9 employees
  - 1 – Electrician Supervisor
    - 1 – Electrician Leader
    - 2 – Electrician II
    - 1 – Electrician I
    - 1 – Refrigeration Mechanic II
    - 3 – Refrigeration Mechanic I
2. Janitorial Services – 5 employees
  - 2 – Maintenance Custodian Leader
  - 3 – Maintenance Custodian
3. Building Maintenance – 12 employees
  - 1 – Building Maintenance Supervisor
    - 2 – Building Maintenance Leader
    - 3 – Plumber II
    - 2 – Carpenter II
    - 4 – Maintenance Worker II

The position reports to the Deputy General Manager, Operations & Maintenance. The dimensions of the position are:

No. of Personnel:	26
Operating Budget:	\$1,817,934

Guidelines to be used by this position includes established laws, agency/division policies and the principles, methods, practices, and techniques involved in local and federal procurement.

The experience and training of the position requires possession of a high school diploma and five (5) years progressively responsible experience overseeing or performing functions in an effective program in administration, operations or planning of a seaport cargo handling facility maintenance program, to include marinas and other port properties, to include three (3) years as a direct supervisory responsible for direction and evaluation of staff.

The job evaluation points process is based on twelve (12) job factors (i.e., education, experience, complexity, scope of work, problem solving, freedom to act/supervision received, work environment, physical demands, impact of discretionary decisions, human relations skills/contacts, authority exercised and supervisory/managerial responsibility. Additionally, a comparative analysis was conducted of the proposed position's counterparts within the organization. The factors in determining the pay grade allocation are attached.

**ANALYSIS OF SIMILARITIES AND DIFFERENCES:**

A review of the Government of Guam Classification Plan's Occupational Listing and other autonomous agencies staffing patterns reveal there are positions that are closely associated with the proposed amended Facilities Maintenance Manager position, however, those positions are subjected to the sole use of the line departments or autonomous agencies and cannot be used by the Port Authority of Guam.

As a result, it is recommended that Facilities Maintenance Superintendent job standard be amended to reflect Facilities Maintenance Manager job standard under the Port's Classification and Compensation Plan.

**FISCAL NOTE:**

The full-time equivalency (FTE) and funding has been identified and approved by the Board of Directors.

**RECOMMENDATION:**

Our review has determined the following pay grade allocation for the Facilities Maintenance Manager:

Structural Adjustment – Minimum	Structural Adjustment – Maximum
O-6D \$110,118	O-7D \$114,589

Based on the above and the attached analysis and documents, the job standard of Facilities Maintenance Superintendent be amended to reflect Facilities Maintenance Manager and the resultant pay grade allocations at the pay grades indicated above in the classified service.

  
CARMELITA C. NEDEDOG  
Acting Personnel Services Administrator

Date: 4/17/2024

Attachments

Classification Code Number: \_\_\_\_\_

**FACILITIES MAINTENANCE MANAGER  
(Proposed Amendment)**

**NATURE OF WORK IN THIS CLASS:**

Under the general direction of the Deputy General Manager for Operations and Maintenance, manages the routine and emergency maintenance of the Port Authority of Guam's fixed facility assets. Performs skilled technical repair and maintenance work on all Port facilities. Work includes: electrical, plumbing, HVAC, carpentry, landscaping and other building maintenance and equipment repair work. Performs inspections, diagnoses problems and makes appropriate repairs or coordinates repairs with outside contractors. Promotes the Ports' mission and value statements. Takes an active role in improving overall organizational performance, especially, as related to addressing opportunities for improvement in the areas of facility maintenance, facility fixed equipment and facility grounds maintenance.

**ILLUSTRATIVE EXAMPLES OF WORK:** (These examples do not list all the duties which may be assigned; any one position may not include all the duties listed.)

**Facility Maintenance Coordination:** Coordinates, monitors and performs preventive, predictive and proactive maintenance and repairs of the Port's facilities, which includes the following:

Ensures Port facilities are well maintained and safe at all times through preventive maintenance and repair work on a variety of buildings, warehouses, infrastructures, marinas and grounds. Assists division heads to provide organizational control over facility conditions to avoid and/or reduce the impact of the Port's primary functions. This coordination has the goal of early identification and control of maintenance issues in order to limit injuries and financial output. Receives and evaluates repair requests from divisions to determine if repair should be performed in-house or through a contracted repair service. Solicits quotations from vendors/contractors, negotiates pricing and timeframes and secures contract with vendor/contractor. Works with contractors and outside vendors. Manages employees that perform maintenance work. Schedules all maintenance inspection related to Port facilities and ensures that inspections are current and compliant with relevant codes and standards. Schedules and performs preventive maintenance on facility system and equipment including HVAC systems, electrical systems, power generators, exhaust systems, bay door operations systems and building structures including roofs, gutters, doors, drywall, flooring and painting. Documents repair request completion to include time requirements, repair/part costs and notification of completion to reporting parties. Maintains detailed records on all facilities including repair records, preventive maintenance schedules, and cost of repairs. Maintains a variety of hand and shop tools and equipment. Maintains a small inventory of commonly used repair parts in a clean and orderly location.

**Facility Construction Management:** Collaborates with Engineering/CIP and Strategic Planning Divisions in the participation in the design, coordination and management of all port construction projects.

**Future Facility Requirements:** Coordinates and manages the operational activities, programs, functions, services and budget for facilities maintenance including technical and cost/benefit justification. Assists in the development of long-term capital plans for facility improvement, repairs and financial planning.

**Agency Interaction:** When necessary, represents the Port on matters of facility maintenance with other Government and federal agencies.

Leadership: Serves on committees related to facilities maintenance. Attends and/or conducts a variety of meetings that serve to improve the maintenance of the Port facilities. Assists in the development and implementation of policies and procedures related to facilities maintenance.

Complies with all standard operating procedures, local and federal rules and regulations relating to port.

Performs other duties as required or assigned.

**KNOWLEDGE, ABILITIES AND SKILLS:**

Knowledge of:

- Applicable federal and local state and building codes and building maintenance procedures.
- Public administration principles and practices including project management, facilities maintenance, budgeting and training.
- Understand all standards pursuant to the policies and procedures of the Port safety and environmental.
- General knowledge of mechanical operating system principles, building construction, facilities and grounds maintenance requirements.
- Basic math and accounting skills to aid in preparing a budget, tracking expenditures and purchasing wisely to show accountability for funds spent.
- Ability to use basic office equipment including personal computer with knowledge of Microsoft Office, Excel and Outlook, calculator, fax machine, copy machine and telephone.

Skills and Ability to effectively:

- Manage employees who perform maintenance work.
- Management of multiple responsibilities, projects and tasks simultaneously, work under deadlines and meet deadlines in stressful or difficult situations.
- Independent judgment and decision making when required with the ability to operate without supervision.
- Accomplish small construction projects that require various construction techniques, such as, framing, welding and cutting.
- Keep accurate records and reports as appropriate for the position.
- Prioritize assigned projects. Establish goals and work within the framework of the Port.
- Adapt to change and new challenges, completing assigned projects
- Provide support to team efforts by accepting challenging roles and responsibilities while helping others to achieve professional objectives.
- Create a working environment where customer service is a priority.
- Establish and maintain satisfactory working relationship with the general public, local and federal personnel, co-workers and subordinates.
- Communicate effectively both verbally and in writing; demonstrate proficiency in the use of computer technology and job relevant software programs.
- Teach subject matter to others and train others through explanation, demonstration or practice.
- Operate hand tools, power tools, ladders, welders, torches, forklifts, heavy equipment and vehicles in a safe and efficient manner.
- Work a flexible schedule based on the needs of the Port.

**MINIMUM EXPERIENCE AND TRAINING:**

- A. Five (5) years progressively responsible experience overseeing or performing functions in an effective program in administration, operations or planning of a seaport cargo handling facility maintenance program, to include marinas and other port properties, to include three (3) years as a direct supervisory responsible for direction and evaluation of staff and possession of a Bachelor's degree in the academic field of facilities maintenance, building construction, safety or industrial engineering or a closely related field from an accredited college or university; or
- B. Any equivalent combination of experience and training which provides the minimum knowledge, abilities and skills.

ESTABLISHED:

AMENDED:

EVALUATION POINTS: 1162

PAY GRADE:

Structural Adjustment – Minimum: O-6D \$110,118

Structural Adjustment – Maximum: O-7D \$114,589



**JOB EVALUATION**  
For  
**FACILITIES MAINTENANCE MANAGER**

<b>Factors</b>	<b>Points</b>	<b>Comments</b>
Education	J 132	Tertiary/Professional: Requires a post high school tertiary qualifications, polytechnic or equivalent educational institution. Bachelor's degree including degrees with double majors and conjoint degrees.
Experience	J 152	Diverse: Experience in managing/administering a major function/department or division of a small to medium size organization or a major department/branch of a large organization, e.g., 8 to 10 years + experience.
Complexity	D 55 284 156.2	Involved: Whilst the end results are still generally defined the means of achieving them are becoming unspecified and as a result more complex. The need to balance continuous conflicting demands together with an increasing level of unpredictability is encountered.
Scope of Work	D 20 284 56.8	Managerial: Management of a significant operational or functional unit/department or division including the planning, directing, controlling of all activities and resources.
Problem Solving	E 132	Complex: Problems contain unexpected and unusual elements not previously encountered. Extensive research may be required. Corporate policies and available expertise will not necessarily provide a complete answer to the problem.
Freedom to Act/Supervision Received	E 115	Guidance: Jobholder is expected to work with a large of independence within the organization's plans, policies and reporting requirements. Overall guidelines and objectives are discussed initially and progress is reviewed intermittently and informally.
Work Environment	B1 16	Work performed indoors in favorable working conditions but with occasional exposure to unpleasant environmental influences, e.g., as noise, heat, dirt, cold, dampness, etc.
Physical Demands	A1 22	Work is usually performed sitting, with the opportunity to stand and walk freely.
Impact of Discretionary Decisions	D2 76	Direct impact of single decision causes major impact which can be expressed in dollar terms of tens of thousands of dollars.
Human Relations Skills/Contacts	E3 76	Sensitive/Responsive: Extensive contact with a large part of the organization and/or a need to lead, motivate and direct staff in sensitive employee relationships conditions.
Authority Exercised	G3 152	Approves routine expenditure within budgetary limits and is accountable for an O&M budget \$2 million to \$20 million.
Supervisory & Managerial Responsibility	E2 76	Has supervisory/managerial responsibility for 100-299 staff and oversight responsibility of contractors' employees.
<b>TOTAL POINTS</b>	<b>1162</b>	

**PAY GRADE ALLOCATION**

<b>Job Evaluation Points</b>	<b>Pay Grade/Step &amp; Sub-Step</b>	<b>Minimum Salary</b>	<b>Pay Grade/Step &amp; Sub-Step</b>	<b>Maximum Salary</b>
1162	O-6D	\$110,118	O-7D	\$114,589

# PORT AUTHORITY OF GUAM



## POSITION DESCRIPTION

### 1.0 IDENTIFICATION

<b>POSITION TITLE</b>	Facilities Maintenance Manager
<b>POSITION NUMBER</b>	
<b>NAME OF EMPLOYEE</b>	
<b>NAME OF DIRECT SUPERVISOR</b>	Dominic G. Muna
<b>TITLE OF DIRECT SUPERVISOR</b>	Deputy General Manager, Operations & Maintenance
<b>JOB LOCATION (Department / Agency)</b>	Port Authority of Guam
<b>DIVISION</b>	Facility Maintenance
<b>DEPARTMENT</b>	Facility Maintenance
<b>SECTION / UNIT</b>	
<b>FLSA</b>	
<b>CLASSIFICATION</b>	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified <input type="checkbox"/> Vacant
<b>JOB EVALUATION POINTS</b>	1162
<b>PAY GRADE</b>	O-6D
<b>POSITION DESCRIPTION (Reviewed)</b>	

**2.0 DESCRIPTION OF DUTIES**

**2.1 ESSENTIAL FUNCTIONS**

Organize and list duties and/or responsibilities that must be performed using one of the formats below:

- a) Daily work assignments, beginning with the first duty and ending with the last duty of the day
- b) Percentage of time. Show % for each duty and/or responsibility (Note: total % should equal 100%)
- c) Order of importance, beginning with the most important

Mark with an [ X ] one format only: a)  b)  c)

Duty No or % of Time	Duties and/or Responsibilities
1	Facility Maintenance Coordination: Coordinates, monitors and performs preventive, predictive and proactive maintenance and repair of a variety of Port facilities to include buildings, warehouses, infrastructures, marinas and grounds.
2	Facility Construction Management: Collaborates with Engineering/CIP and Strategic Planning divisions in the participation in the design, coordination and management of all Port construction projects.
3	Future Facility Requirements: Coordinates and manages the operational activities, programs, functions, services and budget for facilities maintenance including technical and cost/benefit justification. Assist in the development of long-term capital plans for facility improvement, repairs and financial planning.
4	Agency Interaction: When necessary, represents the Port on matters of facility maintenance with other Governmental and federal agencies.
5	Leadership: Serves on committees related to facility maintenance.
6	Complies with all standard operating procedures, local and federal rules and regulations relating to port.
7	Performs related duties as assigned.

**2.2 NON-ESSENTIAL OR ADDITIONAL FUNCTIONS**

List duties and responsibilities not listed above that may be performed, as assigned:

Duty No or % of Time	Duties and/or Responsibilities
	None

**3.0 CONTACTS**

Departments, agencies and/or individuals you deal with during the course of your daily activities:

**3.1 WITHIN DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**3.2 OUTSIDE DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**4.0 SUPERVISION RECEIVED**

How closely is the employee / job holder's work reviewed by their direct Supervisor.

Mark one correct response below with an [ X ]

	Detailed and specific instructions / procedures received or followed for each assignment
	General Supervision - Routine duties are performed with minimal supervision. Standard practices or procedures allow employee to function alone at routine work. Supervisor makes occasional check of work while in progress. Work is reviewed upon completion.
	Direction - Receives guidance about general objectives in most of the tasks and projects assigned; determines methods, work sequence, scheduling and how to achieve objectives of assignments; operates within policy guidelines. (Generally applicable to skilled professionals, managers and supervisors.
X	General Direction - Receives very general guidance about overall objectives; work is usually quite independent of others; operates within division or department policy guidelines, using independent judgment in achieving assigned objectives. (Generally applicable to managers / administrators in large and complex organizations and to department / agency heads and their first assistants.)

**5.0 SUPERVISION EXERCISED**

The employee / job holder supervises other employees. List the number of employees supervised, their position titles and a brief description of their responsibilities.

If the employee has no supervisory responsibility mark [ X ] in this box

No Supervised	Position Title	Description of Responsibilities
1	Building Maintenance Supervisor	Supervises daily activities for plumbing, carpentry, painting, janitor and grounds maintenance work.
1	Electrician Supervisor	Supervises daily activities for electrical and HVAC work.

**6.0 EQUIPMENT**

List the equipment (pickup truck, welder, crane, etc.), office machines (word processor, calculator, copying machine, etc.), or any other machines, tools or devices that are used on a regular and continuing basis. Show what percentage of the regular workday is spent using each.

%	Tools / Equipment
100%	Personal Computer

**7.0 JOB REQUIREMENTS**

Mark [ X ] in this box if the job holder is unable to complete this section. The direct Supervisor will then complete this section for the job holder.

**7.1 MINIMUM QUALIFICATION REQUIREMENTS**

Identify below the minimum experience and training a qualified applicant must have before employment.

**7.1.1 WORK EXPERIENCE**

List the general, specialized and/or supervisory / management work experience needed and how much (in months and/or years). If none, mark an [ X ] in box a) "No work experience required."

a) No work experience required

b) General	Years	Months

c) Specialized	Years	Months
Overseeing or performing functions in an effective program in administration, operations or planning of seaport cargo handling facility maintenance program to include marinas and other port properties.	5	0

d) Supervisor / Management	Years	Months
Direct supervisory experience responsible for direction and evaluation of staff.	3	0

If no work experience is required, list the knowledge, abilities and skills a qualified applicant needs before employment to perform the essential job functions.

	Years	Months

**7.1.2 FORMAL EDUCATION OR TRAINING**

Mark an [ X ] in the box that indicates the most applicable education level required :

- Below High School. Show number of years :
- High School Graduation / GED
- Vocational / Technical School. Detail below the specific training that is required by this position :


Some College. Show number of  Semester Hours, or  
 Quarter Hours

Detail below specific courses required by the essential functions of this position:


College Degree. Show major area of study required :

Associates :	
Bachelors :	Academic field of facilities maintenance, building construction, safety or industrial engineering or closely related field from an accredited college or university.
Masters :	
Beyond Masters :	

**7.1.3 CRITICAL SKILLS / EXPERTISE**

List specialized skills or specialization needed to perform essential functions:

Manage employees who perform maintenance work.
Manage multiple responsibilities, projects, tasks simultaneously, work under deadlines and meet deadlines in stressful or difficult situations.
Independent judgment and decision making when required with the ability to operate without supervision.
Accomplish small construction projects that require various construction techniques, such as, framing, welding and cutting.
Communicate effectively both verbally and in writing; demonstrate proficiency in the use of computer technology and job relevant software programs.

**7.1.4 LICENSE / REGISTRATION OR CERTIFICATION**

List possession of required license, professional registration/certification needed to perform essential functions:


**7.2 MENTAL / VISUAL / PHYSICAL & ENVIRONMENTAL JOB REQUIREMENTS**

**7.2.1 PHYSICAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate physical requirement(s) for the job.

	Sitting	The job requires the employee to sit in a comfortable position most of the time. The employee can move about.
	Sitting	Employee is required to sit for extended periods or time without being able to leave the work area.
X	Sitting/Standing/Walking	The employee is required to sit, stand, walk most of the time.
	Climbing	Employee is required to climb ladders or scaffolding or to climb and work in overhead areas.
	Lifting	Employee is required to raise or lower objects from one level to another regularly.
	Pulling and/or Pushing	The job requires exerting force up to _____ pounds on a regular basis to move the object to or away from the employee.
	Carrying	The employee is required, on a regular basis, to carry objects in his or her arms or on the shoulder(s).
	Reaching	The employee is regularly required to use the hands and arms to reach for objects.
	Stooping and Crouching	The employee is regularly required to bend forward by bending at the waist or by bending legs and spine.
	Crawling	Employee is required to work in a confined space and/or to crawl and move about on his or her hands and knees.
X	Speaking	The job requires expressing ideas by the spoken word.
X	Listening	The job requires the perception of speech or the nature of sounds in the air.
	Other	See description below

Describe any other physical job requirements below :


**7.2.2 MENTAL / VISUAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate mental / visual requirement for the job.

- General Intelligence (typical requirement for machine operators, office staff, etc.)
- Motor Coordination Skills (typical for automotive mechanic, painter, etc.)
- Coordination of Eyes, Hands, and Feet (e.g. tractor trailer driver, fire fighter, line electrician, etc.)



- Verbal Intelligence (typical for counsellors, customer service representatives, etc.)
- Numerical Intelligence (typical for an accounting clerk, cargo checker, etc.)
- Other (outline below)


### 7.2.3 WORK ENVIRONMENT & WEATHER EXPOSURE

Selecting one response only show what percent of a typical workday is spent :

%

- 90      Indoors in a comfortable temperature-controlled environment (for instance, in an office)
- Indoors in a non-temperature-controlled environment (e.g. storerooms and warehouses, etc.)
- 10      Outdoors exposed to changing weather conditions (for instance, rain, sun, wind, etc.)
- Outdoors but in an enclosed vehicle protected from extreme weather conditions.

### 7.2.4 OTHER PHYSICAL WORKING CONDITIONS

Mark an [ X ] in the box if none of the following is applicable

Show what percent of a typical workday this position is exposed to:

%

- 10      Air contamination (i.e., dust, fumes, smoke, toxic conditions, disagreeable odours).
- 10      Vibration (i.e., operating jackhammer, impact wrench).
- 10      Noise (Exposure at a level enough to cause hearing loss or fatigue).
- 10      An improperly illuminated or awkward and confining work space.
- 10      Working above ground level where the chance of falling exists (e.g. ladders, bucket trucks etc)

Lifting or carrying items or objects. Describe item/object and weight:


Heat. Describe source and degree of high temperature.


Cold. Describe source and degree of cold temperature:


Other hazards. Describe:


**7.2.5 IRREGULAR / UNUSUAL JOB REQUIREMENTS**

Describe the working conditions that are irregular or unusual for the job and show frequency of exposure.

Mark an [ X ] in the box if not applicable

Condition	Frequency of Exposure

**7.3 WORK SCHEDULE / HOURS**

Work Schedule/Hours – Mark an [ X ] the most appropriate work schedule/hours for the job.

- Regular - Standard Eight (8) hours daily, Monday - Friday
- Irregular - Shift work - A 24-hour work operation.
- Regular / Irregular - Overtime hours with overtime pay entitlement

State purpose and average total hours required per pay period:


Regular / Irregular - Overtime hours without overtime pay entitlement

State purpose and average total hours required per pay period:

Only upon emergency situations, e.g., typhoons which requires the presence of the individual to coordinate with outside vendors and division heads.

The information given on this position is complete and correct.

\_\_\_\_\_

Signature of Employee

\_\_\_\_\_

Date

**PROPOSED AMENDMENT to JOB STANDARD of  
OPERATIONS MANAGER to  
OPERATIONS & EQUIPMENT MAINTENANCE MANAGER**

**CLASSIFICATION REVIEW:**

The proposed Operations & Equipment Maintenance Manager position will be responsible for the management and administration of the Operations Division, comprised of Transportation, Stevedoring and Terminal divisions who provides cargo handling service activities and Equipment Maintenance Division responsible for the maintenance and repair activities of all cargo handling equipment. The position formulates and administers administrative and operational policies and procedures for the department relating to the maintenance and repair of cargo handling equipment and safe and efficient cargo movements within the port terminal facilities and from vessels calling port. The position participates in the planning, construction and modification of cargo handling equipment and terminal facilities and reviews designs for safety and operational efficiency.

The position requires knowledge of:

- Operational, characteristics, services and activities of a marine terminal and a maintenance and repair system for cargo handling equipment.
- Occupational hazards and standard safety practices.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Pertinent federal and local laws, codes and regulations.

The position requires ability to effectively use and possess skills in:

- Administer the program and activities of a seaport terminal operation and maintenance and repair system for cargo handling equipment.
- Oversee, direct and coordinate the work of staff.
- Supervise, training and evaluate staff.
- Evaluate operational effectiveness and recommend changes in organization, policies and procedures to improve effectiveness.
- Monitor the operational efficiency of the cargo handling equipment and schedule needed maintenance.
- Participate in the development and administration of the Agency's goals, objectives and procedures.
- Prepare clear and concise administrative reports.
- Analyze problems, identify administrative solution, project consequences of proposed actions and implement recommendations in support of goals.
- Establish and maintain satisfactory working relationship with the general public, local and federal personnel, co-workers and subordinates.

The position will be managing the programs and activities of the Operations and Equipment Maintenance Divisions with a total of approximately 204 employees. The position supervises the Assistant Operations Manager, Assistant Equipment Maintenance Manager, Administrative Officer, Planner III and Planner-Work Coordinator. The position has oversight supervisory authority over the Stevedoring Superintendent, Terminal Superintendent, Transportation Superintendent, Equipment Maintenance Superintendent and Manager for Equipment Support Services.

Guidelines to be used by this position includes established laws, agency/division policies and the principles, methods, practices, and techniques involved in local and federal procurement.

The experience and training of the position requires possession of a high school diploma and seven (7) years of progressively responsible experience overseeing or performing functions in an effective program in administration, operations or planning of a seaport terminal and cargo handling equipment operations and maintenance and repair programs, to include three (3) years as a direct supervisory responsible for direction and evaluation of staff.

The job evaluation points process is based on twelve (12) job factors (i.e., education, experience, complexity, scope of work, problem solving, freedom to act/supervision received, work environment, physical demands, impact of discretionary decisions, human relations skills/contacts, authority exercised and supervisory/managerial responsibilities. Additionally, a comparative analysis was conducted of the proposed position's counterparts within the organization. The factors in determining the pay grade allocation are attached.

**ANALYSIS OF SIMILARITIES AND DIFFERENCES:**

A review of the Government of Guam Classification Plan's Occupational Listing and other autonomous agencies staffing patterns reveal there are positions that are closely associated with the proposed amended Operations and Equipment Maintenance Manager position, however, those positions are subjected to the sole use of the line departments or autonomous agencies and cannot be used by the Port Authority of Guam.

As a result, it is recommended that Operations Manager job standard be amended to reflect Operations and Equipment Maintenance Manager job standard under the Port's Classification and Compensation Plan.

**FISCAL NOTE:**

The full-time equivalency (FTE) and funding has been identified and approved by the Board of Directors.

**RECOMMENDATION:**

Our review has determined the following pay grade allocation for the Operations & Equipment Maintenance Manager:

Structural Adjustment – Minimum	Structural Adjustment – Maximum
P-9B \$141,101	P-10B \$146,830

Classification Review  
Proposed Amendment to Job Standard of Operations Manager to  
Operations and Equipment Maintenance Manager  
Page 3

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Based on the above and the attached analysis and documents, the job standard of Operations Manager be amended to reflect Operations & Equipment Maintenance Manager and the resultant pay grade allocations at the pay grades indicated above in the classified service.



CARMELITA C. NEDEDOG  
Acting Personnel Services Administrator

Date: 4/17/2024

Attachments

Classification Code Number: \_\_\_\_\_

**OPERATIONS & EQUIPMENT MAINTENANCE MANAGER  
(Proposed Amendment)**

**NATURE OF WORK IN THIS CLASS:**

Administers the programs and activities of the Operations and Equipment Maintenance divisions of the Port Authority of Guam.

**ILLUSTRATIVE EXAMPLES OF WORK:** (These examples do not list all the duties which may be assigned; any one position may not include all the duties listed.)

Administers the programs and activities of the Operations divisions comprised of Stevedoring, Transportation and Terminal and Equipment Maintenance divisions.

Formulates and administers administrative and operational policies and procedures of the Operations and Equipment Maintenance divisions relating to cargo operations including loading/off-loading cargoes from vessels and staging of cargoes within the terminal yard and maintenance and repair programs and activities of the Port's cargo handling equipment.

Maintains inspections of Port operations and cargo handling equipment to determine and develop means of improving existing methods of operations, submits plans and recommendations for expansion of facilities and evaluates and formulates standard operating procedures and policies. Provides management with advice on efficiency and effectiveness of service delivery methods and procedures.

Prepares the Authority's annual and five-year capital improvement project plans on seaport terminal facility and cargo handling equipment needs for management's approval. Participates in the forecast of funds needed for staffing, equipment, materials and supplies. Monitors and approves expenditures and implements adjustments.

Participates in the development and implementation of goals, objectives, policies and priorities for assigned maintenance and repair of marine equipment programs and cargo operations. Recommends and administers policies and procedures and staffing levels.

Plans, directs, coordinates, evaluates and reviews the work plan for assigned staff. Assigns work activities, projects and programs. Reviews and evaluates products, methods and procedures. Meets with subordinate staff to identify and evaluate problems.

Works closely with consultants and Port Engineering, Strategic Planning, Procurement staff on the design, manufacturing and acquisition of new cargo handling equipment and cargo operations facilities. Reviews design and inspects job sites for safety and operational efficiency. Develops and implements quality control procedures to ensure all work meets or exceeds industry standards.

Reviews specifications for performance of specialized preventive maintenance and overhaul work by employees and/or outside contractors. Provides management with technical advice on maintenance and repair of cargo handling equipment and cargo handling service delivery methods and procedures.

Performs other duties as required or assigned.

**KNOWLEDGE, ABILITIES AND SKILLS:**

Knowledge of:

- Operational characteristics, services and activities of a seaport cargo operations and cargo handling equipment maintenance and repair systems.
- Principles, methods and practices used in the seaport cargo operations and maintenance and repair of cargo handling equipment.
- Occupational hazards and standard safety practices of seaport cargo operations and cargo handling equipment.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Pertinent federal and local laws, codes and regulations.

Ability to effectively:

- Oversee and participate in a seaport cargo operations and cargo handling equipment maintenance and repair programs.
- Evaluate operational effectiveness and recommend changes in organization, policies and procedures to improve efficiency.
- Participate in the development and administration of the Agency's goals, objectives and procedures.
- Analyze problems, identify alternative solution, project consequences of proposed actions and implement recommendations in support of goals.
- Make decisions in accordance with program guidelines.
- Oversee, direct and coordinate the work of staff and outside contractors.
- Supervise, train and evaluate staff.
- Monitor the operational efficiency of cargo handling equipment and schedule needed maintenance.
- Prepare and administer the budget.
- Prepare clear and concise administrative reports.
- Interpret and apply federal and local policies, laws and regulations.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain an effective working relationship with those in contact in the course of the work.

**MINIMUM EXPERIENCE AND TRAINING**

- A. Seven (7) years of progressively responsible experience overseeing or performing functions in an effective program in administration, operations or planning of a seaport terminal and cargo handling equipment operations and maintenance and repair programs, to include three (3) years as direct supervisory responsible for direction and evaluation of staff; or
- B. Any equivalent combination of experience and training which provides the minimum knowledge, abilities and skills.



**ESTABLISHED:**

**AMENDED:**

**EVALUATION POINTS:** 1377

**PAY GRADE:**

Structural Adjustment - Minimum: P-9B \$141,101  
Structural Adjustment - Maximum: P-10B \$146,830

**JOB EVALUATION**  
For  
**OPERATIONS & EQUIPMENT MAINTENANCE MANAGER**

<b>Factors</b>	<b>Points</b>	<b>Comments</b>
Education	J 152	Tertiary/Professional: Require a post high school tertiary qualification at a university or equivalent educational institution.
Experience	K 200	Executive Direction: Extensive experience in managing, leading and directing a major function of a large organization.
Complexity	E 60 352 211.2	Complex: A high level of innovation and adaptability is required to react to rapidly changing circumstances. Significant demands made to control, harmonize and motivate all or major sections of the organization. A high level of unpredictability is encountered and its necessitates innovative and conceptual thinking in responding to the demands of the business both locally and perhaps internationally.
Scope of Work	E 25 352 88.0	Corporate: Functional responsibility of a corporate level involving the central coordination of a specialist or staff function in a large organization or a number of specialist or staff functions in a small to medium size organization. The position requires the integration or coordination of all associated activities and has influence over all relevant policy and procedures.
Problem Solving	E 132	Complex: Problems contain unexpected and unusual not previously encountered. Extensive research may be required. Corporate policies and available experience will not necessarily provide a complete answer to the problem.
Freedom to Act/Supervision Received	F 132	General Guidance: Minimal guidance is provided. Expected to plan activities of own work program within the overall objectives of the operation / division or department, etc. Expected to raise only contentious or major problem issues for the Board or corporate management's consideration.
Work Environment	A1 12	Work is performed indoors in office conditions with almost no unpleasant environmental influences.
Physical Demands	A1 22	Work is usually performed sitting, with the opportunity to stand and walk freely.
Impact of Discretionary Decisions	D2 100	Direct impact of a single decision causes a major impact which can be expressed in dollar terms of tens of thousands of dollars.
Human Relations Skills/Contacts	F4 115	Top Level: Coordination and direction of senior management from all areas of the organization.
Authority Exercised	G3 175	Approves routine expenditure within budgetary limits and is accountable for an O&M budget of \$2 million - \$20 million
Supervisory & Managerial Responsibility	C1 38	Has full supervisory/managerial responsibility for 11 to 29 staff.
<b>TOTAL POINTS</b>	<b>1377</b>	

**PAY GRADE ALLOCATION**

<b>Job Evaluation Points</b>	<b>Pay Grade/Step &amp; Sub-Step</b>	<b>Minimum Salary</b>	<b>Pay Grade/Step &amp; Sub-Step</b>	<b>Maximum Salary</b>
1377	P-9B	\$141,101	P-10B	\$146,830

# PORT AUTHORITY OF GUAM



## POSITION DESCRIPTION

### 1.0 IDENTIFICATION

<b>POSITION TITLE</b>	Operations & Equipment Maintenance Manager
<b>POSITION NUMBER</b>	
<b>NAME OF EMPLOYEE</b>	
<b>NAME OF DIRECT SUPERVISOR</b>	Dominic G. Muna
<b>TITLE OF DIRECT SUPERVISOR</b>	Deputy General Manager, Operations & Maintenance
<b>JOB LOCATION (Department / Agency)</b>	Port Authority of Guam
<b>DIVISION</b>	Operations & Equipment Maintenance
<b>DEPARTMENT</b>	Operations & Equipment Maintenance
<b>SECTION / UNIT</b>	
<b>FLSA</b>	
<b>CLASSIFICATION</b>	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified <input type="checkbox"/> Vacant
<b>JOB EVALUATION POINTS</b>	1377
<b>PAY GRADE</b>	P-9B
<b>POSITION DESCRIPTION (Reviewed)</b>	

**2.0 DESCRIPTION OF DUTIES**

**2.1 ESSENTIAL FUNCTIONS**

Organize and list duties and/or responsibilities that must be performed using one of the formats below:

- a) Daily work assignments, beginning with the first duty and ending with the last duty of the day
- b) Percentage of time. Show % for each duty and/or responsibility (Note: total % should equal 100%)
- c) Order of importance, beginning with the most important

Mark with an [ X ] one format only: a)  b)  c)

Duty No or % of Time	Duties and/or Responsibilities
1	Administers the programs and activities of the Operations division comprised of Stevedoring, Terminal and Transportation and Equipment Maintenance Division.
2	Formulates and administers administrative and operational policies and procedures for Operations and Equipment Maintenance divisions relating to cargo operations including loading/off-loading cargoes from vessels and staging of cargoes within the terminal yard and maintenance and repair programs and activities of the Port's cargo handling equipment.
3	Maintains inspections of Port operations and cargo handling equipment to determine and develop means of improving existing methods of operations, submits plans and recommendations for expansion of facilities and evaluates and formulates standard operating procedures and policies. Provides management with advice on efficiency and effectiveness of service delivery methods and procedures.
4	Prepares the Authority's annual and 5-year CIP plans on seaport terminal facility and cargo handling equipment needs for management's approval. Participates in the forecast of funds needed for staffing, equipment, materials and supplies. Monitors and approves expenditures and implements adjustments.
5	Participates in the development and implementation of goals, objectives, policies and priorities for assigned maintenance and repair of marine equipment program and cargo operations. Recommends and administers policies and procedures and staffing levels.
6	Plans, directs, coordinates, evaluates and reviews the work plan for assigned staff. Assigns work activities, projects and programs. Reviews and evaluates products, methods and procedures. Meets with subordinates staff to identify and evaluate problems.
7	Works closely with consultants and other divisions on the design, manufacturing, and acquisition of new cargo handling equipment and cargo operations facilities. Reviews designs and inspects job sites for safety and operational efficiency. Develops and implements quality control procedures to ensure all work meets or exceeds industry standards.
8	Reviews specifications for performance of specialized preventive maintenance and overhaul work by employees and outside contractors. Provides management with technical advice on maintenance and repair of cargo handling equipment and cargo handling service delivery methods and procedures.
9	Performs other related duties.

**2.2 NON-ESSENTIAL OR ADDITIONAL FUNCTIONS**

List duties and responsibilities not listed above that may be performed, as assigned:

Duty No or % of Time	Duties and/or Responsibilities
	None

**3.0 CONTACTS**

Departments, agencies and/or individuals you deal with during the course of your daily activities :

**3.1 WITHIN DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**3.2 OUTSIDE DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**4.0 SUPERVISION RECEIVED**

How closely is the employee / job holder’s work reviewed by their direct Supervisor.

Mark one correct response below with an [ X ]

	Detailed and specific instructions / procedures received or followed for each assignment
	General Supervision - Routine duties are performed with minimal supervision. Standard practices or procedures allow employee to function alone at routine work. Supervisor makes occasional check of work while in progress. Work is reviewed upon completion.
	Direction - Receives guidance about general objectives in most of the tasks and projects assigned; determines methods, work sequence, scheduling and how to achieve objectives of assignments; operates within policy guidelines. (Generally applicable to skilled professionals, managers and supervisors.
X	General Direction - Receives very general guidance about overall objectives; work is usually quite independent of others; operates within division or department policy guidelines, using independent judgment in achieving assigned objectives. (Generally applicable to managers / administrators in large and complex organizations and to department / agency heads and their first assistants.)

**5.0 SUPERVISION EXERCISED**

The employee / job holder supervises other employees. List the number of employees supervised, their position titles and a brief description of their responsibilities.

If the employee has no supervisory responsibility mark [ X ] in this box

No Supervised	Position Title	Description of Responsibilities
1	Assistant Operations Manager	Assists in administering the programs and activities of the Operations Division comprised of Stevedoring, Transportation and Terminal
1	Assistant Equipment Maintenance Manager	Assists in administering the programs and activities of the Equipment Maintenance Division.
1	Administrative Officer	Provides administrative support services to the division
1	Planner III	Provides planning support service to the division.

**6.0 EQUIPMENT**

List the equipment (pickup truck, welder, crane, etc.), office machines (word processor, calculator, copying machine, etc.), or any other machines, tools or devices that are used on a regular and continuing basis. Show what percentage of the regular workday is spent using each.

%	Tools / Equipment
100%	Personal Computer

**7.0 JOB REQUIREMENTS**

Mark [ X ] in this box if the job holder is unable to complete this section. The direct Supervisor will then complete this section for the job holder.

**7.1 MINIMUM QUALIFICATION REQUIREMENTS**

Identify below the minimum experience and training a qualified applicant must have before employment.

**7.1.1 WORK EXPERIENCE**

List the general, specialized and/or supervisory / management work experience needed and how much (in months and/or years). If none, mark an [ X ] in box a) "No work experience required."

a) No work experience required

b) General	Years	Months

c) Specialized	Years	Months
Overseeing or performing functions in an effective program in administration, operations or planning of seaport cargo operations and cargo handling equipment maintenance and repair program.	7	0

d) Supervisor / Management	Years	Months
Direct supervisory experience responsible for direction and evaluation of staff.	3	0

If no work experience is required, list the knowledge, abilities and skills a qualified applicant needs before employment to perform the essential job functions.

	Years	Months

**7.1.2 FORMAL EDUCATION OR TRAINING**

Mark an [ X ] in the box that indicates the most applicable education level required :

- Below High School. Show number of years :
- High School Graduation / GED
- Vocational / Technical School. Detail below the specific training that is required by this position :


- Some College. Show number of  Semester Hours, or  Quarter Hours

Detail below specific courses required by the essential functions of this position:


- College Degree. Show major area of study required :

Associates :	
Bachelors :	
Masters :	
Beyond Masters :	

**7.1.3 CRITICAL SKILLS / EXPERTISE**

List specialized skills or specialization needed to perform essential functions:

Broad management experience involving multiple aspects of the Port's industry, such as, marine terminals and maintenance and repair of cargo handling equipment.
Familiar with applicable laws, codes and requirements that govern the marine industries.
Excellent customer service skills and ability to act as a representative to the community for the Authority.
Manage and lead a diverse work team towards accomplishment of common goals in a highly and collaborative fast paced and stressful environment.
Ability to establish and maintain effective working relationships with employees, shipping agents, customers, federal and local government representatives and vendors.
Ability to speak and present information to a group both in public or internal setting.
Skilled in analyzing a situation, assessing alternative solutions and recommending an effective course of action.

**7.1.4 LICENCE / REGISTRATION OR CERTIFICATION**

List possession of required license, professional registration/certification needed to perform essential functions:


**7.2 MENTAL / VISUAL / PHYSICAL & ENVIRONMENTAL JOB REQUIREMENTS**

**7.2.1 PHYSICAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate physical requirement(s) for the job.

	Sitting	The job requires the employee to sit in a comfortable position most of the time. The employee can move about.
	Sitting	Employee is required to sit for extended periods or time without being able to leave the work area.
X	Sitting/Standing/Walking	The employee is required to sit, stand, walk most of the time.
	Climbing	Employee is required to climb ladders or scaffolding or to climb and work in overhead areas.
	Lifting	Employee is required to raise or lower objects from one level to another regularly.
	Pulling and/or Pushing	The job requires exerting force up to ____ pounds on a regular basis to move the object to or away from the employee.
	Carrying	The employee is required, on a regular basis, to carry objects in his or her arms or on the shoulder(s).
	Reaching	The employee is regularly required to use the hands and arms to reach for objects.
	Stooping and Crouching	The employee is regularly required to bend forward by bending at the waist or by bending legs and spine.
	Crawling	Employee is required to work in a confined space and/or to crawl and move about on his or her hands and knees.
X	Speaking	The job requires expressing ideas by the spoken word.
X	Listening	The job requires the perception of speech or the nature of sounds in the air.



Describe any other physical job requirements below :


**7.2.2 MENTAL / VISUAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate mental / visual requirement for the job.

- General Intelligence (typical requirement for machine operators, office staff, etc.)
- Motor Coordination Skills (typical for automotive mechanic, painter, etc.)
- Coordination of Eyes, Hands, and Feet (e.g. tractor trailer driver, fire fighter, line electrician, etc.)
- Verbal Intelligence (typical for counsellors, customer service representatives, etc.)
- Numerical Intelligence (typical for an accounting clerk, cargo checker, etc.)
- Other (outline below)


**7.2.3 WORK ENVIRONMENT & WEATHER EXPOSURE**

Selecting one response only show what percent of a typical workday is spent :

- <sup>%</sup> 90    Indoors in a comfortable temperature-controlled environment (for instance, in an office)
- Indoors in a non-temperature-controlled environment (e.g. storerooms and warehouses, etc.)
- 10        Outdoors exposed to changing weather conditions (for instance, rain, sun, wind, etc.)
- Outdoors but in an enclosed vehicle protected from extreme weather conditions.

**7.2.4 OTHER PHYSICAL WORKING CONDITIONS**

Mark an [ X ] in the box if none of the following is applicable

Show what percent of a typical workday this position is exposed to:

- <sup>%</sup> 10    Air contamination (i.e., dust, fumes, smoke, toxic conditions, disagreeable odours).
- 10    Vibration (i.e., operating jackhammer, impact wrench).

- 10 Noise (Exposure at a level enough to cause hearing loss or fatigue).
- 10 An improperly illuminated or awkward and confining work space.
- 10 Working above ground level where the chance of falling exists (e.g. ladders, bucket trucks etc)
- Lifting or carrying items or objects. Describe item/object and weight:

--	--

- Heat. Describe source and degree of high temperature.

--	--

- Cold. Describe source and degree of cold temperature:

--	--

- Other hazards. Describe:


**7.2.5 IRREGULAR / UNUSUAL JOB REQUIREMENTS**

Describe the working conditions that are irregular or unusual for the job and show frequency of exposure.

- Mark an [ X ] in the box if not applicable

Condition	Frequency of Exposure

**7.3 WORK SCHEDULE / HOURS**

Work Schedule/Hours – Mark an [ X ] the most appropriate work schedule/hours for the job.

- Regular - Standard Eight (8) hours daily, Monday - Friday
- Irregular - Shift work - A 24-hour work operation.
- Regular / Irregular - Overtime hours with overtime pay entitlement

State purpose and average total hours required per pay period:


Regular / Irregular - Overtime hours without overtime pay entitlement

State purpose and average total hours required per pay period:

Only upon emergency situations, e.g., typhoons which requires the presence of the individual to coordinate with outside vendors and division heads.

The information given on this position is complete and correct.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

**PROPOSED AMENDMENT to JOB STANDARD of  
ASSISTANT MAINTENANCE MANAGER to  
ASSISTANT EQUIPMENT MAINTENANCE MANAGER**

**CLASSIFICATION REVIEW:**

The proposed Assistant Equipment Maintenance Manager position will assist the Operations & Equipment Maintenance Manager with the management, operations and maintenance activities of the Port's cargo handling equipment. The position will monitor and evaluate the efficiency and effectiveness of service delivery, methods and procedures and recommend within the division's policy appropriate service and staffing levels. The position participates in the planning, construction and modification of cargo handling equipment and reviews designs for safety and operational efficiency. Monitors and supervises operations activities of cargo handling equipment to ensure efficiency, cost effectiveness and uninterrupted services. The position will take an active role in improving overall organizational performance, especially, as it relates to addressing opportunities for improvement in the repair and maintenance of cargo handling equipment.

The position requires knowledge of:

- Operational, characteristics, services and activities of seaport cargo handling equipment maintenance and repair system.
- Principles, methods and practices used in the maintenance and repair of seaport cargo handling equipment.
- Occupational hazards and standard safety practices.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Pertinent federal and local laws, codes and regulations.

The position requires ability to effectively use and possess skills in:

- Oversee and participate in a seaport cargo handling equipment operations.
- Oversee, direct and coordinate the work of staff.
- Supervise, training and evaluate staff.
- Monitor the operational efficiency of the cargo handling equipment and schedule needed maintenance.
- Participate in the development and administration of the Agency's goals, objectives and procedures.
- Prepare clear and concise administrative reports.
- Analyze problems, identify administrative solution, project consequences of proposed actions and implement recommendations in support of goals.
- Establish and maintain satisfactory working relationship with the general public, local and federal personnel, co-workers and subordinates.

The position will be managing the programs and activities of the Equipment Maintenance Division with a total of approximately 47 employees. Out of the 47 employees, the position supervises the Equipment Maintenance Superintendent and 2 Manager, Equipment Support Services.

The position reports to the Operations & Equipment Maintenance Manager. The dimensions of the position are:

No. of Personnel:	47
Operating Budget:	\$3,728,513

Guidelines to be used by this position includes established laws, agency/division policies and the principles, methods, practices, and techniques involved in local and federal procurement.

The experience and training of the position requires possession of a high school diploma and five (5) years progressively responsible experience overseeing or performing functions in an effective program in administration, operations or planning of a seaport cargo handling equipment maintenance and repair program, to include marinas and other port properties, to include three (3) years as a direct supervisory responsible for direction and evaluation of staff.

The job evaluation points process is based on twelve (12) job factors (i.e., education, experience, complexity, scope of work, problem solving, freedom to act/supervision received, work environment, physical demands, impact of discretionary decisions, human relations skills/contacts, authority exercised and supervisory/managerial responsibilities. Additionally, a comparative analysis was conducted of the proposed position's counterparts within the organization. The factors in determining the pay grade allocation are attached.

**ANALYSIS OF SIMILARITIES AND DIFFERENCES:**

A review of the Government of Guam Classification Plan's Occupational Listing and other autonomous agencies staffing patterns reveal there are positions that are closely associated with the proposed amended Assistant Equipment Maintenance Manager position; however, those positions are subjected to the sole use of the line departments or autonomous agencies and cannot be used by the Port Authority of Guam.

As a result, it is recommended the Assistant Maintenance Manager job standard be amended to reflect the Assistant Equipment Maintenance Manager job standard under the Port's Classification and Compensation Plan.

**FISCAL NOTE:**

The full-time equivalency (FTE) and funding has been identified and approved by the Board of Directors.

**RECOMMENDATION:**

Our review has determined the following pay grade allocation for the Assistant Equipment Maintenance Manager:

Structural Adjustment – Minimum	Structural Adjustment – Maximum
O-6A \$106,879	O-7A \$111,219

Based on the above and the attached analysis and documents, the job standard of Assistant Maintenance Manager be amended to reflect Assistant Equipment Maintenance Manager and the resultant pay grade allocation at the pay grade indicated above in the classified service.

  
CARMELITA C. NEDEDOG  
Acting Personnel Services Administrator

Date: 4/17/2024

Attachments

Classification Code Number: \_\_\_\_\_

**ASSISTANT EQUIPMENT MAINTENANCE MANAGER  
(Proposed Amendment)**

**NATURE OF WORK IN THIS CLASS:**

Assists the Operations and Equipment Maintenance Manager in the administration of the maintenance and repair programs and activities of cargo handling equipment. The position requires a strong understanding of mechanical, electrical and hydraulic systems of cargo handling equipment.

**ILLUSTRATIVE EXAMPLES OF WORK:** (These examples do not list all the duties which may be assigned; any one position may not include all the duties listed.)

Assists with the management of the maintenance and repair programs and activities of the Port's cargo handling equipment.

Participates in the development and implementation of goals, objectives, policies and priorities for assigned maintenance and repair of marine equipment programs. Recommends and administers policies and procedures.

Monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures. Recommends within Agency policy appropriate service and staffing levels.

Plans, directs, coordinates, evaluates and reviews the work plan for assigned staff. Assigns work activities, projects and programs. Reviews and evaluates products, methods and procedures. Meets with subordinate staff to identify and evaluate problems.

Manages a team of technicians and outside contractors to ensure all maintenance and repair work on cargo handling equipment is done in a safe and efficient manner. Troubleshoots equipment design, operations and maintenance issues. Identifies mechanical, electrical, instrumental and other problems and develops and recommends design modifications. Checks for mechanical or electrical malfunctions. Schedule and/or performs needed maintenance on equipment.

Works closely with consultants and Port Engineering, Strategic Planning, Operations and Procurement staff on the design, manufacturing and acquisition of new cargo handling equipment. Reviews design and inspects job sites for safety and operational efficiency.

Prepares specifications for performance of specialized preventive maintenance and overhaul work by employees and/or outside contractors.

Coordinates with Operations division heads and/or shipping agencies to ensure compliance with regulations and standards. Monitors operational efficiency of cargo handling equipment. Develops and implements quality control procedures to ensure all work meets or exceeds industry standards.

Trains, motivates and evaluates maintenance personnel. Provides or coordinates staff training. Works with employees to correct deficiencies and implements discipline procedures.

Establishes and maintains relationships with vendors to procure necessary equipment, parts and supplies.

Participates in the forecast of funds needed for staffing, equipment, materials and supplies. Monitors and approves expenditures and implements adjustments.

Ensures all maintenance and repair work is completed within budget and on schedule. Prepares and maintains records of all maintenance and repair work done on Port cargo handling equipment.

Performs other duties as required or assigned.

**KNOWLEDGE, ABILITIES AND SKILLS:**

Knowledge of:

- Operational characteristics, services and activities of a seaport cargo handling equipment maintenance and repair system.
- Principles, methods and practices used in the seaport maintenance and repair of cargo handling equipment.
- Occupational hazards and standard safety practices.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Pertinent federal and local laws, codes and regulations.

Ability to effectively:

- Oversee and participate in a seaport facility and cargo handling equipment operations.
- Oversee, direct and coordinate the work of staff.
- Supervise, train and evaluate staff.
- Monitor the operational efficiency of cargo handling equipment and schedule needed maintenance.
- Oversee the work of equipment maintenance personnel and outside contractors.
- Participate in the development and administration of the Agency's goals, objectives and procedures.
- Prepare and administer the budget.
- Prepare clear and concise administrative reports.
- Analyze problems, identify alternative solution, project consequences of proposed actions and implement recommendations in support of goals.
- Interpret and apply federal and local policies, laws and regulations.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain an effective working relationship with those in contact in the course of the work.

**MINIMUM EXPERIENCE AND TRAINING:**

- A. Five (5) years progressively responsible experience overseeing or performing functions in an effective program in administration, operations or planning of a maintenance and repair of seaport cargo handling equipment, to include three (3) years as a direct supervisory responsible for direction and evaluation of staff; or
- B. Any equivalent combination of experience and training which provides the minimum knowledge, abilities and skills.

ESTABLISHED:

AMENDED:

EVALUATION POINTS: 1143

PAY GRADE:

Structural Adjustment – Minimum: O-6A \$106,879  
Structural Adjustment – Maximum: O-7A \$111,219

**JOB EVALUATION**  
For  
**ASSISTANT EQUIPMENT MAINTENANCE MANAGER**

Factors	Points	Comments
Education	J 132	Tertiary/Professional: Requires a post high school tertiary qualifications, polytechnic or equivalent educational body. Bachelor's degree including degrees with double majors and conjoint degrees.
Experience	J 152	Diverse: Experience in managing/administering a major function/department or division of a small to medium size organization or a major department/branch of a large organization, e.g., 8 to 10 years + experience.
Complexity	D 55 284 156.2	Involved: Whilst the end results are still generally defined the means of achieving them are becoming unspecified and as a result more complex. The need to balance continuous conflicting demands together with an increasing level of unpredictability is encountered.
Scope of Work	D 20 284 56.8	Managerial: Management of a significant operational or functional unit/department or division including the planning, directing and controlling of all activities and resources.
Problem Solving	E 132	Complex: Problems contain unexpected and unusual elements not previously encountered. Extensive research may be required. Corporate policies and available expertise will not necessarily provide a complete answer to the problem.
Freedom to Act/Supervision Received	E 115	Guidance: Jobholder is expected to work with a large of independence within the organization's plans, policies and reporting requirements. Overall guidelines and objectives are discussed initially and progress is reviewed intermittently and informally.
Work Environment	B1 16	Work usually performed indoors in favorable working conditions but with occasional exposure to unpleasant environmental influences, e.g., as noise, heat, dirt, cold, dampness, etc.
Physical Demands	A1 22	Work is usually performed sitting, with the opportunity to stand and walk freely.
Impact of Discretionary Decisions	D2 76	Direct impact of a single decision causes a major impact which can be expressed in dollar terms of tens of thousands of dollars.
Human Relations Skills/Contacts	E3 76	Sensitive/Responsive: Extensive contact with a large part of the organization and/or a need to lead, motivate and direct staff in sensitive employee relationships conditions.
Authority Exercised	G2 152	Approves routine expenditure within budgetary limits and is accountable for an O&M budget \$2 million to \$20 million.
Supervisory & Managerial Responsibility	D2 57	Has full supervisory/managerial responsibility for 30 – 99 Port staff and outside contractors' employees.
<b>TOTAL POINTS</b>	<b>1143</b>	

**PAY GRADE ALLOCATION**

Job Evaluation Points	Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
1143	O-6A	\$106,879	O-7A	\$111,219



# PORT AUTHORITY OF GUAM



## POSITION DESCRIPTION

### 1.0 IDENTIFICATION

<b>POSITION TITLE</b>	Assistant Equipment Maintenance Manager
<b>POSITION NUMBER</b>	
<b>NAME OF EMPLOYEE</b>	
<b>NAME OF DIRECT SUPERVISOR</b>	
<b>TITLE OF DIRECT SUPERVISOR</b>	Operations & Equipment Maintenance Manager
<b>JOB LOCATION (Department / Agency)</b>	Port Authority of Guam
<b>DIVISION</b>	Operations & Equipment Maintenance
<b>DEPARTMENT</b>	Operations & Equipment Maintenance
<b>SECTION / UNIT</b>	
<b>FLSA</b>	
<b>CLASSIFICATION</b>	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified <input type="checkbox"/> Vacant
<b>JOB EVALUATION POINTS</b>	1143
<b>PAY GRADE</b>	O-6A
<b>POSITION DESCRIPTION (Reviewed)</b>	

**2.0 DESCRIPTION OF DUTIES**

**2.1 ESSENTIAL FUNCTIONS**

Organize and list duties and/or responsibilities that must be performed using one of the formats below:

- a ) Daily work assignments, beginning with the first duty and ending with the last duty of the day
- b ) Percentage of time. Show % for each duty and/or responsibility (Note: total % should equal 100%)
- c ) Order of importance, beginning with the most important

Mark with an [ X ] one format only: a)  b)  c)

Duty No or % of Time	Duties and/or Responsibilities
1	Assists with the management of the maintenance and repair programs and activities of the Port's cargo handling equipment.
2	Participates in the development and implementation of goals, objectives, policies and priorities for assigned maintenance and repair of marine equipment programs. Recommends and administers policies and procedures.
3	Monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures. Recommends within Agency policy appropriate service and staffing levels.
4	Plans, directs, coordinates, evaluates and reviews the work plan for assigned staff.
5	Manages a team of technicians and outside contractors to ensure all maintenance and repair work on cargo handling equipment is done in a safe and efficient manner.
6	Works closely with consultants, Port engineering, planning, operations and procedure staff on the design, manufacturing and acquisition of new cargo handling equipment. Prepares specifications for performance of specialized preventive maintenance and overhaul work by employees and/or outside contractors.
7	Performs related duties as assigned.

**2.2 NON-ESSENTIAL OR ADDITIONAL FUNCTIONS**

List duties and responsibilities not listed above that may be performed, as assigned:

Duty No or % of Time	Duties and/or Responsibilities
	None

**3.0 CONTACTS**

Departments, agencies and/or individuals you deal with during the course of your daily activities:

**3.1 WITHIN DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**3.2 OUTSIDE DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**4.0 SUPERVISION RECEIVED**

How closely is the employee / job holder’s work reviewed by their direct Supervisor.

Mark one correct response below with an [ X ]

	Detailed and specific instructions / procedures received or followed for each assignment
	General Supervision - Routine duties are performed with minimal supervision. Standard practices or procedures allow employee to function alone at routine work. Supervisor makes occasional check of work while in progress. Work is reviewed upon completion.
	Direction - Receives guidance about general objectives in most of the tasks and projects assigned; determines methods, work sequence, scheduling and how to achieve objectives of assignments; operates within policy guidelines. (Generally applicable to skilled professionals, managers and supervisors.
X	General Direction - Receives very general guidance about overall objectives; work is usually quite independent of others; operates within division or department policy guidelines, using independent judgment in achieving assigned objectives. (Generally applicable to managers / administrators in large and complex organizations and to department / agency heads and their first assistants.)

**5.0 SUPERVISION EXERCISED**

The employee / job holder supervises other employees. List the number of employees supervised, their position titles and a brief description of their responsibilities.

If the employee has no supervisory responsibility mark [ X ] in this box

No Supervised	Position Title	Description of Responsibilities
1	Equipment Maintenance Superintendent	Administers the programs and activities involved in the maintenance and repair of seaport cargo handling equipment, heavy equipment and gasoline fleet for the Port.
2	Manager, Equipment Support Services	Provides advisory services to management on the procurement, supply, operation, repair or disposal of cargo handling equipment.

**6.0 EQUIPMENT**

List the equipment (pickup truck, welder, crane, etc.), office machines (word processor, calculator, copying machine, etc.), or any other machines, tools or devices that are used on a regular and continuing basis. Show what percentage of the regular workday is spent using each.

%	Tools / Equipment
100%	Personal Computer

**7.0 JOB REQUIREMENTS**

Mark [ X ] in this box if the job holder is unable to complete this section. The direct Supervisor will then complete this section for the job holder.

**7.1 MINIMUM QUALIFICATION REQUIREMENTS**

Identify below the minimum experience and training a qualified applicant must have before employment.

**7.1.1 WORK EXPERIENCE**

List the general, specialized and/or supervisory / management work experience needed and how much (in months and/or years). If none, mark an [ X ] in box a) "No work experience required."

a) No work experience required

b) General Years      Months


c) Specialized	Years	Months
Overseeing or performing functions in an effective program in administration, operations or planning of seaport cargo handling equipment maintenance program.	5	0

d) Supervisor / Management	Years	Months
Direct supervisory experience responsible for direction and evaluation of staff.	3	0

If no work experience is required, list the knowledge, abilities and skills a qualified applicant needs before employment to perform the essential job functions.

	Years	Months

**7.1.2 FORMAL EDUCATION OR TRAINING**

Mark an [ X ] in the box that indicates the most applicable education level required :

- Below High School. Show number of years :
- High School Graduation / GED
- Vocational / Technical School. Detail below the specific training that is required by this position :

4 year apprenticeship program in mechanical, electrical, hydraulic and electronics of equipment.

- Some College. Show number of  Semester Hours, or  Quarter Hours

Detail below specific courses required by the essential functions of this position:


- College Degree. Show major area of study required :

Associates :	
Bachelors :	
Masters :	
Beyond Masters :	

**7.1.3 CRITICAL SKILLS / EXPERTISE**

List specialized skills or specialization needed to perform essential functions:

Operational, characteristics, services and activities of seaport cargo handling equipment maintenance and repair system.
Supervise, train and evaluate staff.

**7.1.4 LICENSE / REGISTRATION OR CERTIFICATION**

List possession of required license, professional registration/certification needed to perform essential functions:


**7.2 MENTAL / VISUAL / PHYSICAL & ENVIRONMENTAL JOB REQUIREMENTS**

**7.2.1 PHYSICAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate physical requirement(s) for the job.

	Sitting	The job requires the employee to sit in a comfortable position most of the time. The employee can move about.
	Sitting	Employee is required to sit for extended periods or time without being able to leave the work area.
X	Sitting/Standing/Walking	The employee is required to sit, stand, walk most of the time.
X	Climbing	Employee is required to climb ladders or scaffolding or to climb and work in overhead areas.
	Lifting	Employee is required to raise or lower objects from one level to another regularly.
	Pulling and/or Pushing	The job requires exerting force up to _____ pounds on a regular basis to move the object to or away from the employee.
	Carrying	The employee is required, on a regular basis, to carry objects in his or her arms or on the shoulder(s).
	Reaching	The employee is regularly required to use the hands and arms to reach for objects.
X	Stooping and Crouching	The employee is regularly required to bend forward by bending at the waist or by bending legs and spine.
	Crawling	Employee is required to work in a confined space and/or to crawl and move about on his or her hands and knees.
X	Speaking	The job requires expressing ideas by the spoken word.
X	Listening	The job requires the perception of speech or the nature of sounds in the air.
	Other	See description below

Describe any other physical job requirements below :


**7.2.2 MENTAL / VISUAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate mental / visual requirement for the job.

- General Intelligence (typical requirement for machine operators, office staff, etc.)
- Motor Coordination Skills (typical for automotive mechanic, painter, etc.)
- Coordination of Eyes, Hands, and Feet (e.g. tractor trailer driver, fire fighter, line electrician, etc.)
- Verbal Intelligence (typical for counsellors, customer service representatives, etc.)
- Numerical Intelligence (typical for an accounting clerk, cargo checker, etc.)
- Other (outline below)


**7.2.3 WORK ENVIRONMENT & WEATHER EXPOSURE**

Selecting one response only show what percent of a typical workday is spent:

%

- 90    Indoors in a comfortable temperature-controlled environment (for instance, in an office)
- Indoors in a non-temperature-controlled environment (e.g. storerooms and warehouses, etc.)
- 10    Outdoors exposed to changing weather conditions (for instance, rain, sun, wind, etc.)
- Outdoors but in an enclosed vehicle protected from extreme weather conditions.

**7.2.4 OTHER PHYSICAL WORKING CONDITIONS**

Mark an [ X ] in the box if none of the following is applicable

Show what percent of a typical workday this position is exposed to:

- %  10 Air contamination (i.e., dust, fumes, smoke, toxic conditions, disagreeable odours).
- 10 Vibration (i.e., operating jackhammer, impact wrench).
- 10 Noise (Exposure at a level enough to cause bearing loss or fatigue).
- 10 An improperly illuminated or awkward and confining work space.
- 10 Working above ground level where the chance of falling exists (e.g. ladders, bucket trucks etc)
- Lifting or carrying items or objects. Describe item/object and weight:

--	--

- Heat. Describe source and degree of high temperature.

--	--

- Cold. Describe source and degree of cold temperature:

--	--

- Other hazards. Describe:


**7.2.5 IRREGULAR / UNUSUAL JOB REQUIREMENTS**

Describe the working conditions that are irregular or unusual for the job and show frequency of exposure.

Mark an [ X ] in the box if not applicable

Condition	Frequency of Exposure



**7.3 WORK SCHEDULE / HOURS**

Work Schedule/Hours – Mark an [ X ] the most appropriate work schedule/hours for the job.

- Regular - Standard Eight (8) hours daily, Monday - Friday
- Irregular - Shift work - A 24-hour work operation.
- Regular / Irregular - Overtime hours with overtime pay entitlement

State purpose and average total hours required per pay period:


- Regular / Irregular - Overtime hours without overtime pay entitlement

State purpose and average total hours required per pay period:

Only upon emergency of breakdown of cargo handling equipment and presence is required to coordinate the repair activities.

The information given on this position is complete and correct.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

**PROPOSED AMENDMENT to JOB STANDARD of  
CAPITAL IMPROVEMENT PROJECTS MANAGER to  
CAPITAL IMPROVEMENT PROJECTS & ENGINEERING MANAGER**

**CLASSIFICATION REVIEW:**

The proposed Capital Improvement Projects & Engineering Manager position will oversee and perform the technical, administrative, supervisory and complex professional engineering work for the capital improvement projects, ensuring technical competence and compliance with all current federal and local building codes and criteria. The position exercises supervision over professional and technical engineering and other personnel as assigned.

The position requires the knowledge of:

- Theory, principles, practices and techniques of civil engineering design, construction and infrastructure management and construction inspections.
- Capital construction and maintenance project funding and budgeting, objective development and work planning/scheduling.
- Principles, practices, materials, equipment and techniques involved in the construction, maintenance and operation of a maritime and public works infrastructure.
- Federal and local laws, codes and regulations regarding public works construction and maintenance.
- Trends, approaches, analysis and problem-solving techniques used in construction, engineering, inspection and compliance processes.
- Theory, principles, practices and techniques of automated mapping and facilities management.
- Research methods and analysis techniques
- Principles and practices of sound business communications
- Principles and practices of effective management supervision
- Local government's personnel and procurement policies and labor contract provisions.

The position is required to possess the ability to:

- Evaluate the applicability of emerging developments and technologies to ensure productivity and work processes effectiveness.
- Plan, organize, assign, coordinate, evaluate the work of professional, technical, consultant and administrative support staff.
- Prepare, administer, and monitor multiple and detailed project budgets and anticipate future budget needs.
- Analyze and make sound recommendations on complex and administrative issues.
- Present proposals and recommendations clearly and logically in meetings.
- Understand and apply complex rules, regulations, laws and ordinances.
- Provide leadership and project management control on all aspects of assigned projects.
- Establish and maintain effective working relationship with a diverse workforce, including managers, employees, contractors, consultants and others encountered in the course of work.

Classification Review

Proposed Amendment to Job Standard of Capital Improvement Projects Manager to

Capital Improvement Projects & Engineering Manager

Page 2

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The position will be managing the programs and activities of the Capital Improvement Projects and Engineering Divisions with a total of approximately 7 employees. The position supervises:

- 1 Engineer III
- 1 Engineer II
- 1 Engineer I
- 1 Engineering Technician II
- 1 Program Coordinator II
- 1 Administrative Assistant
- 1 Administrative Aide

The position reports to the Deputy General Manager of Operations & Maintenance.

The dimensions of the position are:

No. of Personnel:	7
Operating Budget	
Personnel:	\$482,869
Funded CIP Projects:	\$37,104,883

Guidelines to be used by this position includes established laws, agency/division policies and the principles, methods, practices, and techniques involved in civil engineering, including design, cost, construction, materials and techniques and federal and local mandates regarding construction.

The experience and training of the position requires seven (7) years of professional civil engineering experience, including at least two (2) years in public engineering in an administrative or supervisory capacity. The minimum educational requirement of the position would be graduation from a four-year college or university with a degree in civil engineering or a closely related field.

The job evaluation points process is based on twelve (12) job factors (i.e., education, experience, complexity, scope of work, problem solving, freedom to act/supervision received, work environment, physical demands, impact of discretionary decisions, human relations skills/contacts, authority exercised and supervisory/managerial responsibilities. Additionally, a comparative analysis was conducted of the proposed position's counterparts within the organization. The factors in determining the pay grade allocation are attached.

**ANALYSIS OF SIMILARITIES AND DIFFERENCES:**

A review of the Government of Guam Classification Plan's Occupational Listing and other autonomous agencies staffing patterns reveal there are positions that are closely associated with the proposed amended Capital Improvement Projects & Engineering Manager position; however, those positions are subjected to the sole use of the line departments or autonomous agencies and cannot be used by the Port Authority of Guam.

As a result, it is recommended the Capital Improvement Projects Manager job standard be amended to reflect Capital Improvement Projects & Engineering Manager job standard under the Port's Classification and Compensation Plan.

**FISCAL NOTE:**

The full-time equivalency (FTE) and funding has been identified and approved by the Board of Directors.

**RECOMMENDATION:**

Our review has determined the following pay grade allocation for the Capital Improvement Projects & Engineering Manager:

Structural Adjustment – Minimum	Structural Adjustment – Maximum
P-8A \$134,252	P-9A \$139,704

Based on the above and the attached analysis and documents, the job standard of Capital Improvement Projects Manager be amended to reflect Capital Improvement Projects & Engineering Manager and the resultant pay grade allocations at the pay grade indicated above in the classified service.



CARMELITA C. NEDEDOG  
Acting Personnel Services Administrator

Date: 4/17/2024

Attachments

Classification Code Number: \_\_\_\_\_

**CAPITAL IMPROVEMENT PROJECTS & ENGINEERING MANAGER  
(Proposed Amendment)**

**NATURE OF WORK IN THIS CLASS:**

Administers the programs and activities of the overall engineering and capital improvement projects functions and activities in the design, construction and maintenance and repair of seaport and marina facilities and related appurtenances at the Port Authority of Guam.

**ILLUSTRATIVE EXAMPLES OF WORK:** (These examples do not list all the duties which may be assigned; any one position may not include all the duties listed.)

Administers the design, coordination and management of the engineering and capital improvement projects functions and activities in the design, construction and maintenance and repair of seaport and marina facilities and related appurtenances of the Port.

Formulates and administers administrative and operational policies and procedures of the Capital Improvement Projects and Engineering division relating to the design, construction, maintenance and repair of the Port's seaport terminal and marina facilities and related appurtenances.

Plans and manages all aspects of project design, development and implementation, including preliminary technical research and feasibility analyses, funding and cost analyses, scheduling public involvement, project budgeting and work plan development, project performance and results.

Conducts engineering studies and prepares report and recommendations for the expansion and development of seaport facilities, marinas and related appurtenances.

Approves engineering drawings, designs and specifications for the development or renovation of new or existing seaport facilities, marinas and related appurtenances.

Serves as project manager for the construction or maintenance and repair of new and existing seaport facilities and related appurtenances to ensure compliance of recognized engineering standards.

Prepares engineering construction standards, design criteria, specifications and construction cost estimates and construction schedules related to new or renovation of existing seaport facilities and related appurtenances.

Coordinates the construction of new or repair of existing seaport facilities and its related appurtenances with management, federal and local government representations and private contractors to ensure such projects are in accordance with the 5-year capital improvement project plans.

Provides management with technical advice on the maintenance and repair projects pertaining to facility construction.

Monitors progress of construction and installation of projects; recommends or makes modifications in schedule or scope of work to ensure fulfillment of statutory requirements and technical objectives; issues construction project reports and authorizes payment of work completed under contract.

Maintains liaison with local and federal government agencies or departments in conceiving, planning and executing engineering projects or programs.

Performs other duties as required or assigned.

**KNOWLEDGE, ABILITIES AND SKILLS:**

Knowledge of:

- Capital construction project management principles, processes, systems and techniques.
- Capital construction and maintenance project funding and budgeting, objective development and work planning/scheduling.
- Principles and practices of civil engineering design and construction and infrastructure maintenance
- Authoritative reference works in the general fields of engineering.
- Federal and local laws, codes and regulations regarding public work construction and maintenance.
- Trends, approaches, analysis and problem solving techniques, engineering, inspection and compliance processes.
- Modern methods of construction and engineering and/or architectural design concept.
- Techniques, equipment and materials used in public works construction and major maintenance.
- Information technology and computer capabilities applicable to functional responsibilities.
- Methods and techniques of community involvement, decision-making processes and group processes.
- Principles and practices of team leadership.
- Operations and uses of engineering project scheduling software.

Ability to effectively:

- Administer, coordinate, direct, evaluate the work of professional, technical, consultant and administrative staff in order to implement the Port 's engineering and capital improvement seaport projects and project objectives.
- Prepare, administer, and monitor multiple and detailed project budgets and anticipate future budgetary needs.
- Develop persuasive oral and written presentations of ideas and recommendations
- Understand and apply complex rules, regulations, laws and ordinances.
- Provide leadership and project management control on all aspects of assigned projects.
- Analyze policies, proposed code amendments and changes to established programs and policies.
- Exercise sound, independent judgment and initiative within established guidelines.
- Interacts effectively to problem solve and partner with internal and outside agencies and contractors
- Establish and maintain effective working relationship with a diverse workforce, including managers, employees, contractors, consultants and others encountered in the course of work.

Skill in preparing reports and correspondence and use of personal computers.

**MINIMUM EXPERIENCE AND TRAINING**

- A. Seven (7) years of progressively responsible experience in managing increasingly complex capital design and construction projects and seaport civil engineering work, in which three (3) years must have been in an administrative or supervisory capacity and possession of a Bachelors' degree in civil or related engineering discipline; or
- B. Any equivalent combination of experience and training which provides the minimum knowledge, abilities and skills.

ESTABLISHED:

AMENDED:

EVALUATION POINTS: 1385

PAY GRADE:

Structural Adjustment - Minimum: P-8A \$134,252

Structural Adjustment - Maximum: P-9A \$139,704

**JOB EVALUATION**  
For  
**CAPITAL IMPROVEMENT PROJECTS & ENGINEERING MANAGER**

<b>Factors</b>	<b>Points</b>	<b>Comments</b>
Education	J 152	Tertiary/Professional: Require a post high school tertiary qualification at a university or equivalent educational institute.
Experience	K 200	Executive Direction: Extensive experience in managing, leading and directing a major function of a large organization.
Complexity	E 60 352 211.2	Complex: A high level of innovation and adaptability is required to react to rapidly changing circumstances. Significant demands made to control, harmonize and motivate all or major sections of the organization. A high level of unpredictability is encountered and its necessitates innovative and conceptual thinking in responding to the demands of the business both locally and perhaps internationally.
Scope of Work	E 25 352 88.0	Corporate: Functional responsibility of a corporate level involving the central coordination of a specialist or staff function in a large organization or a number of specialist or staff functions in a small to medium size organization. The position requires the integration or coordination of all associated activities and has influence over all relevant policy and procedures.
Problem Solving	F 152	Little routine work is involved. Problems are primarily of a strategic nature requiring analysis and the detailed evaluation of alternative solutions. Guidelines may provide a general framework but considerable judgment and initiative is required to find the best possible solution. Problems may be also of a scientific nature requiring the application of highly advanced/sophisticated research.
Freedom to Act/Supervision Received	E 115	Guidance is expected with a large degree of independence within the organization's plans, policies and reporting requirements. Overall guidelines and objectives are discussed initially and progress is reviewed intermittently and informally.
Work Environment	A1 12	Work is performed indoors in office conditions with almost no unpleasant environmental influences.
Physical Demands	A1 22	Work is usually performed sitting, with the opportunity to stand and walk freely.
Impact of Discretionary Decisions	D2 100	Direct impact of a single decision causes a major impact which can be expressed in dollar terms of tens of thousands of dollars.
Human Relations Skills/Contacts	F4 115	Top Level: Coordination and direction of senior management from all areas of the organization.
Authority Exercised	G3 175	Approves routine expenditure within budgetary limits and is accountable for an O&M budget of \$2 million - \$20 million.
Supervisory & Managerial Responsibility	D1 43	Has full supervisory/managerial responsibility for 30-99 staff.
<b>TOTAL POINTS</b>	<b>1385</b>	

**PAY GRADE ALLOCATION**

<b>Job Evaluation Points</b>	<b>Pay Grade/Step &amp; Sub-Step</b>	<b>Minimum Salary</b>	<b>Pay Grade/Step &amp; Sub-Step</b>	<b>Maximum Salary</b>
1385	P-8A	\$134,252	P-9A	\$139,704



# PORT AUTHORITY OF GUAM



## POSITION DESCRIPTION

### 1.0 IDENTIFICATION

<b>POSITION TITLE</b>	<b>Capital Improvement Projects &amp; Engineering Manager</b>
<b>POSITION NUMBER</b>	
<b>NAME OF EMPLOYEE</b>	
<b>NAME OF DIRECT SUPERVISOR</b>	Dominic G. Muna
<b>TITLE OF DIRECT SUPERVISOR</b>	Deputy General Manager, Operations & Maintenance
<b>JOB LOCATION (Department / Agency)</b>	Port Authority of Guam
<b>DIVISION</b>	Capital Improvement Projects/Engineering
<b>DEPARTMENT</b>	Control & Compliance
<b>SECTION / UNIT</b>	
<b>FLSA</b>	
<b>CLASSIFICATION</b>	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified <input type="checkbox"/> Vacant
<b>JOB EVALUATION POINTS</b>	1385
<b>PAY GRADE</b>	P-8A
<b>POSITION DESCRIPTION (Reviewed)</b>	

**2.0 DESCRIPTION OF DUTIES**

**2.1 ESSENTIAL FUNCTIONS**

Organize and list duties and/or responsibilities that must be performed using one of the formats below :

- a ) Daily work assignments, beginning with the first duty and ending with the last duty of the day
- b ) Percentage of time. Show % for each duty and/or responsibility (Note: total % should equal 100%)
- c ) Order of importance, beginning with the most important

Mark with an [ X ] one format only: a)  b)  c)

Duty No or % of Time	Duties and/or Responsibilities
1	Administers the design, coordination and management of the engineering and capital improvement projects functions and activities in the design, construction and maintenance and repair of seaport and marina facilities and related appurtenances of the Port.
2	Formulates and administers administrative and operational policies and procedures of the Capital Improvement Projects and Engineering division relating to the design, construction, maintenance and repair of the Port's seaport terminal and marina facilities and related appurtenances
3	Plans and manages all aspects of project design, development and implementation, including preliminary technical research and feasibility analyses, funding and cost analyses, scheduling public involvement, project budgeting and work plan development, project performance and results
4	Conducts engineering studies and prepares report and recommendations for the expansion and development of seaport facilities, marinas and related appurtenances
5	Approves engineering drawings, designs and specifications for the development or renovation of new or existing seaport facilities, marinas and related appurtenances.
6	Serves as project manager for the construction or maintenance and repair of new and existing seaport facilities and related appurtenances to ensure compliance of recognized engineering standards.
7	Prepares engineering construction standards, design criteria, specifications and construction cost estimates and construction schedules related to new or renovation of existing seaport facilities and related appurtenances.
8	Coordinates the construction of new or repair of existing seaport facilities and its related appurtenances with management, federal and local government representations and private contractors to ensure such projects are in accordance with the 5-year capital improvement project plans.
9	Provides management with technical advice on the maintenance and repair projects pertaining to facility construction.
10	Monitors progress of construction and installation of projects; recommends or makes modifications in schedule or scope of work to ensure fulfillment of statutory requirements and technical objectives; issues construction project reports and authorizes payment of work completed under contract.
11	Maintains liaison with local and federal government agencies or departments in conceiving, planning and executing engineering projects or programs.
12	Performs other duties as required or assigned Performs related duties as assigned.

**2.2 NON-ESSENTIAL OR ADDITIONAL FUNCTIONS**

List duties and responsibilities not listed above that may be performed, as assigned:

Duty No or % of Time	Duties and/or Responsibilities

**3.0 CONTACTS**

Departments, agencies and/or individuals you deal with during the course of your daily activities:

**3.1 WITHIN DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**3.2 OUTSIDE DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**4.0 SUPERVISION RECEIVED**

How closely is the employee / job holder’s work reviewed by their direct Supervisor.  
Mark one correct response below with an [ X ]

	Detailed and specific instructions / procedures received or followed for each assignment
	General Supervision - Routine duties are performed with minimal supervision. Standard practices or procedures allow employee to function alone at routine work. Supervisor makes occasional check of work while in progress. Work is reviewed upon completion.
	Direction - Receives guidance about general objectives in most of the tasks and projects assigned; determines methods, work sequence, scheduling and how to achieve objectives of assignments; operates within policy guidelines. (Generally applicable to skilled professionals, managers and supervisors.)
X	General Direction - Receives very general guidance about overall objectives; work is usually quite independent of others; operates within division or department policy guidelines, using independent judgment in achieving assigned objectives. (Generally applicable to managers / administrators in large and complex organizations and to department / agency heads and their first assistants.)

**5.0 SUPERVISION EXERCISED**

The employee / job holder supervises other employees. List the number of employees supervised, their position titles and a brief description of their responsibilities.

If the employee has no supervisory responsibility mark [ X ] in this box

No Supervised	Position Title	Description of Responsibilities
1	Administrative Aide	Provides clerical and administrative work to the division
1	Administrative Assistant	Provides administrative and office support services
1	Program Coordinator II	Provides technical work involved in planning, developing, implementing and coordinating federal funded programs and projects.
1	Engineering Technician II	Complex technical engineering and surveying work
1	Engineer I	Routine professional civil, mechanical, electrical communication, environmental or architectural engineering work.
1	Engineer II	Moderately professional civil, mechanical, electrical communication, environmental or architectural engineering work.
1	Engineer III	Professional and supervisory civil, mechanical, electrical communication, environmental or architectural engineering work.

**6.0 EQUIPMENT**

List the equipment (pickup truck, welder, crane, etc.), office machines (word processor, calculator, copying machine, etc.), or any other machines, tools or devices that are used on a regular and continuing basis. Show what percentage of the regular workday is spent using each.

%	Tools / Equipment
	Personal Computer
	CAD

**7.0 JOB REQUIREMENTS**

Mark [ X ] in this box if the job holder is unable to complete this section. The direct Supervisor will then complete this section for the job holder.

**7.1 MINIMUM QUALIFICATION REQUIREMENTS**

Identify below the minimum experience and training a qualified applicant must have before employment.

**7.1.1 WORK EXPERIENCE**

List the general, specialized and/or supervisory / management work experience needed and how much (in months and/or years). If none, mark an [ X ] in box a) "No work experience required."

a) No work experience required

b) General Years    Months


c) Specialized Years    Months

Progressively responsible experience in managing increasing complex capital design and construction projects and seaport civil engineering work	7	0

d) Supervisor / Management	Years	Months
Administrative and supervisory capacity	3	0

If no work experience is required, list the knowledge, abilities and skills a qualified applicant needs before employment to perform the essential job functions.

	Years	Months

**7.1.2 FORMAL EDUCATION OR TRAINING**

Mark an [ X ] in the box that indicates the most applicable education level required :

- Below High School. Show number of years :
- High School Graduation / GED
- Vocational / Technical School. Detail below the specific training that is required by this position :


- Some College. Show number of  Semester Hours, or  
 Quarter Hours

Detail below specific courses required by the essential functions of this position :


- College Degree. Show major area of study required :

Associates :	
Bachelors :	Civil or related engineering discipline.
Masters :	
Beyond Masters :	

**7.1.3 CRITICAL SKILLS / EXPERTISE**

List specialized skills or specialization needed to perform essential functions :

Capital construction project management principles, processes, systems, and techniques.
Capital construction and maintenance project funding and budgeting, objective development, and work planning/scheduling
Principles and practices of civil engineering design and construction and infrastructure maintenance
Plan, organize, assign, coordinate, review and evaluate the work of professional, technical, consultant and administrative support staff
Establish and maintain effective working relationship with a diverse workforce, including managers, employees, contractors, consultants and other encountered in the course of work

**7.1.4 LICENCE / REGISTRATION OR CERTIFICATION**

List possession of required license, professional registration/certification needed to perform essential functions:


**7.2 MENTAL / VISUAL / PHYSICAL & ENVIRONMENTAL JOB REQUIREMENTS**

**7.2.1 PHYSICAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate physical requirement(s) for the job.

	Sitting	The job requires the employee to sit in a comfortable position most of the time. The employee can move about.
	Sitting	Employee is required to sit for extended periods or time without being able to leave the work area.
X	Sitting/Standing/Walking	The employee is required to sit, stand, walk most of the time.
	Climbing	Employee is required to climb ladders or scaffolding or to climb and work in overhead areas.
	Lifting	Employee is required to raise or lower objects from one level to another regularly.
	Pulling and/or Pushing	The job requires exerting force up to ____ pounds on a regular basis to move the object to or away from the employee.

	<b>Carrying</b>	The employee is required, on a regular basis, to carry objects in his or her arms or on the shoulder(s).
	<b>Reaching</b>	The employee is regularly required to use the hands and arms to reach for objects.
	<b>Stooping and Crouching</b>	The employee is regularly required to bend forward by bending at the waist or by bending legs and spine.
	<b>Crawling</b>	Employee is required to work in a confined space and/or to crawl and move about on his or her hands and knees.
X	<b>Speaking</b>	The job requires expressing ideas by the spoken word.
X	<b>Listening</b>	The job requires the perception of speech or the nature of sounds in the air.
	<b>Other</b>	See description below

Describe any other physical job requirements below:

Diving to inspect wharves and navigational ways

**7.2.2 MENTAL / VISUAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate mental / visual requirement for the job.

- General Intelligence (typical requirement for machine operators, office staff, etc.)
- Motor Coordination Skills (typical for automotive mechanic, painter, etc.)
- Coordination of Eyes, Hands, and Feet (e.g. tractor trailer driver, fire fighter, line electrician, etc.)
- Verbal Intelligence (typical for counsellors, customer service representatives, etc.)
- Numerical Intelligence (typical for an accounting clerk, cargo checker, etc.)
- Other (outline below)




**7.2.3 WORK ENVIRONMENT & WEATHER EXPOSURE**

Selecting one response only show what percent of a typical workday is spent:

- 80      Indoors in a comfortable temperature-controlled environment (for instance, in an office)
- Indoors in a non-temperature-controlled environment (e.g. storerooms and warehouses, etc.)
- 10      Outdoors exposed to changing weather conditions (for instance, rain, sun, wind, etc.)
- 10      Outdoors but in an enclosed vehicle protected from extreme weather conditions.

**7.2.4 OTHER PHYSICAL WORKING CONDITIONS**

Mark an [ X ] in the box if none of the following is applicable

Show what percent of a typical workday this position is exposed to:  
Position Description - Chief Engineer  
Page 10

- 10      Air contamination (i.e., dust, fumes, smoke, toxic conditions, disagreeable odours).
- Vibration (i.e., operating jackhammer, impact wrench).
- Noise (Exposure at a level enough to cause bearing loss or fatigue).
- An improperly illuminated or awkward and confining work space.
- 5      Working above ground level where the chance of falling exists (e.g. ladders, bucket trucks etc)
- Lifting or carrying items or objects. Describe item/object and weight:


Heat. Describe source and degree of high temperature.


Cold. Describe source and degree of cold temperature:


Other hazards. Describe:


**7.2.5 IRREGULAR / UNUSUAL JOB REQUIREMENTS**

Describe the working conditions that are irregular or unusual for the job and show frequency of exposure.

Mark an [ X ] in the box if not applicable

Condition	Frequency of Exposure

**7.3 WORK SCHEDULE / HOURS**

Work Schedule/Hours – Mark an [ X ] the most appropriate work schedule/hours for the job.

- Regular - Standard Eight (8) hours daily, Monday - Friday
- Irregular - Shift work - A 24-hour work operation.
- Regular / Irregular - Overtime hours with overtime pay entitlement

State purpose and average total hours required per pay period:


- Regular / Irregular - Overtime hours without overtime pay entitlement

State purpose and average total hours required per pay period:

During emergency situations

The information given on this position is complete and correct.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

**PROPOSED AMENDMENT to JOB STANDARD of  
MARKETING ADMINISTRATOR to  
MARKETING AND COMMUNICATIONS MANAGER**

**CLASSIFICATION REVIEW:**

The proposed Marketing and Communications Manager position will be responsible for the Authority's communication and marketing functions. Under the administrative direction, the position plans, organizes and coordinates public information, media communications, crisis communication and civic engagement activities of the Port and does related work as required. The position serves as the Port's Public Information Officer, including during emergency incidents.

The distinguishing characteristics of the position is at a division head level. Through subordinate professional staff, the position is responsible for the Port's public information and communication functions. This position exercises independent judgment and discretion in the coordination of communications and advocacy activities with other divisions and outside agencies to engage stakeholders and provide highly administrative support to the General Manager.

The position requires knowledge of:

- Principles and practices of communication methods and marketing techniques.
- Modern administrative and management principles, procedures and techniques, particularly as applied to the overall management of a comprehensive communications program.
- Principles and practices of public relations and community outreach.
- Effective public presentation methods to attract and inform a variety of audiences.
- Political issues, community development issues, and legislative developments of importance to the Port.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Applicable local and federal laws and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs.
- Principles and practices of organization, administration and personnel management.
- Social media, web design and graphic/visual presentation methods.
- Principles and practices of budget preparation and administration.
- Principles of management, supervision, training and employee development.

The position requires ability to:

- Organize, supervise and coordinate the work of subordinate employees.
- Analyze difficult problems, develop a positive course of action and follow through on its implementation.
- Demonstrate sound professional judgment, reason logically and think imaginatively and creatively.
- Respond to tight schedules and pressures.
- Communicate effectively in writing, orally and with others to assimilate, understand and convey information, in a manner consistent with job functions.
- Properly interpret and make decisions in accordance with appropriate laws, regulations and policies.
- Develop and maintain good public relationships with Board of Directors, management and local and federal stakeholders.

Classification Review

Proposed Amendment to Job Standard of Marketing Administrator to  
Marketing and Communications Manager

Page 2

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- Actively manage the division's staff so that a strong orientation toward public service, teamwork, the development of high quality products and the achievement of desired results is maintained.
- Prepare and present clear, effective and accurate staff reports, correspondence, policies, procedures and other oral and written materials.
- Make effective public presentations in routine and emergency situations.
- Establish and maintain effective relationships with those contracted in the course of work.
- Use initiative and independent judgment within established policy and procedural guidelines.
- Take a proactive approach to customer service issues.
- Organize own work as well as the work of others, set priorities, meet critical deadlines and follow-up on assignments with minimum direction.
- Plan, distribute, direct, coordinate, review and evaluate the work assigned staff and train staff in work procedures.
- Represent the Port effectively in contacts with public officials, representatives of other Government of Guam agencies and the public, occasionally in situations where relationships may be difficult or strained.
- Work in a safe manner modeling correct Port safety practices and procedures; coach others and enforce adherence to safety policies and procedures.
- Maintain confidentiality regarding sensitive information.

The position requires the possession of skill in using a personal computer and associated applications.

The position will be managing the programs and activities of the Marketing and Communication Division with a total of approximately 3 employees occupying Program Coordinator positions.

The position reports to the Deputy General Manager for Administration & Finance. The dimensions of the position are:

No. of Personnel:	3
Operating Budget:	\$490,004

Guidelines to be used by this position includes established laws, agency/division policies and the principles, methods, practices, and techniques involved in local and federal procurement.

The experience and training of the position requires:

- Experience: Seven (7) years of progressively more responsible professional communications and public relations experience, including at least three (3) years in a supervisory capacity.
- Education & Training: A bachelor's degree from an accredited college with major coursework in communications, journalism, marketing or related field.

Classification Review  
Proposed Amendment to Job Standard of Marketing Administrator to  
Marketing and Communications Manager

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The job evaluation points process is based on twelve (12) job factors (i.e., education, experience, complexity, scope of work, problem solving, freedom to act/supervision received, work environment, physical demands, impact of discretionary decisions, human relations skills/contacts, authority exercised and supervisory/managerial responsibilities. Additionally, a comparative analysis was conducted of the proposed position's counterparts within the organization. The factors in determining the pay grade allocation are attached.

**ANALYSIS OF SIMILARITIES AND DIFFERENCES:**

A review of the Government of Guam Classification Plan's Occupational Listing and other autonomous agencies staffing patterns reveal there are positions that are closely associated with the proposed amended Marketing and Communications Manager position, however, those positions are subjected to the sole use of the line departments or autonomous agencies and cannot be used by the Port Authority of Guam.

As a result, it is recommended that Marketing Administrator job standard be amended to reflect Marketing and Communications Manager job standard under the Port's Classification and Compensation Plan.

**FISCAL NOTE:**

The full-time equivalency (FTE) and funding has been identified and approved by the Board of Directors.

**RECOMMENDATION:**

Our review has determined the following pay grade allocation for the Marketing and Communications Manager:

Structural Adjustment -- Minimum	Structural Adjustment -- Maximum
O-6D \$110,118	O-7D \$114,589

Based on the above and the attached analysis and documents, the job standard of Marketing Administrator be amended to reflect Marketing and Communications Manager and the resultant pay grade allocations at the pay grades indicated above in the classified service.

  
CARMELITA C. NEDEDOG  
Acting Personnel Services Administrator

Date: 4/17/2024

Attachments

Classification Code Number: \_\_\_\_\_

**MARKETING AND COMMUNICATIONS MANAGER  
(Proposed Amendment)**

**NATURE OF WORK IN THIS CLASS:**

Under administrative direction, plans, organizes, coordinates and directs public information, media communications, issues management, crisis communications and civic engagement activities of the Port and performs related work as required. Through professional staff, the position is responsible for the Port's public information and communications functions. This position exercises independent judgment and discretion in the coordination of communications and advocacy activities of other divisions and outside Government of Guam agencies to engage stakeholders and provides highly complex administrative support to Port management.

**ILLUSTRATIVE EXAMPLES OF WORK:** (These examples do not list all the duties which may be assigned; any one position may not include all the duties listed.)

Develops, plans and implements the goals and objectives of the Marketing and Communications Division; recommends and administers policies and procedures.

Coordinates the division's activities with those of other divisions and outside Government of Guam agencies and organizations; provides staff assistance to the General Manager and Board of Directors; prepares and presents staff reports and other necessary correspondence.

Directs, oversees and participates in the division's work plans; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.

Collaboratively develops, maintains and promotes the Agency's brand.

Identifies challenges and emerging issues facing the Port; works collaboratively with leadership team to recognize internal and external communications opportunities and solution; defines and executes appropriate strategies in response.

Establishes short- and long-range goals and implementation plans for the division's services.

Supervise and participates in the development and administration of the division budget; directs and forecast of additional funds needed for staffing, equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments.

Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; conducts performance evaluations; implements discipline procedures; maintains discipline and high standards necessary for the efficient and professional operation of the division.

Plans, organizes, directs and participates in the Port's public information, civic engagement, and media relations activities including developing and implementing internal and external communications strategic plans.

Serves as the Port's Public Information Officer; directs the communications content of press releases, Port website information, electronic communication and newsletters; prepares speeches, responses and related materials for public information purposes.

Serves as the main contact for the Port in the event of an emergency; provides professional and technical support to emergency services divisions.

Serves as the media advisor to the Board of Directors, General Manager and Port staff; provides communication training and marketing and outreach support.

Represents the Agency to outside agencies and organizations; participates in outside community and professional groups and committees; provides technical assistance as necessary.

Builds and maintains positive working relationships with co-workers, other local and federal Government employees and the public using principles of good customer service.

Performs other duties and responsibilities as required or assigned.

**KNOWLEDGE, ABILITIES AND SKILLS:**

Knowledge of:

- Principles and practices of communication methods and marketing techniques.
- Modern administrative and management principles, procedures and techniques, particularly as applied to the overall management of a comprehensive communications program.
- Principles and practices of public relations and community outreach.
- Effective public presentation methods to attract and inform a variety of audiences.
- Political issues, community development issues, and legislative developments of importance to the Port.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Applicable local and federal laws and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs.
- Principles and practices of organization, administration and personnel management.
- Social media, web design and graphic/visual presentation methods.
- Principles and practices of budget preparation and administration.
- Principles of management, supervision, training and employee development.

Ability to:

- Organize, supervise and coordinate the work of subordinate employees.
- Analyze difficult problems, develop a positive course of action and follow through on its implementation.
- Demonstrate sound professional judgment, reason logically and think imaginatively and creatively.
- Respond to tight schedules and pressures.
- Communicate effectively in writing, orally and with others to assimilate, understand and convey information, in a manner consistent with job functions.

- Properly interpret and make decisions in accordance with appropriate laws, regulations and policies.
- Develop and maintain good public relationships with Board of Directors, management and local and federal stakeholders.
- Actively manage the division's staff so that a strong orientation toward public service, teamwork, the development of high quality products and the achievement of desired results is maintained.
- Prepare and present clear, effective and accurate staff reports, correspondence, policies, procedures and other oral and written materials.
- Make effective public presentations in routine and emergency situations.
- Establish and maintain effective relationships with those contracted in the course of work.
- Use initiative and independent judgment within established policy and procedural guidelines.
- Take a proactive approach to customer service issues.
- Organize own work as well as the work of others, set priorities, meet critical deadlines and follow-up on assignments with a minimum of direction.
- Plan, distribute, direct, coordinate, review and evaluate the work assigned staff and train staff in work procedures.
- Represent the Port effectively in contacts with public officials, representatives of other Government of Guam agencies and the public, occasionally in situations where relationships may be difficult or strained.
- Work in a safe manner modeling correct Port safety practices and procedures; coach others and enforce adherence to safety policies and procedures.
- Maintain confidentiality regarding sensitive information.

Skill in using a personal computer and associated applications.

#### **MINIMUM EXPERIENCE AND TRAINING**

- A. Seven (7) years of progressively more responsible professional communications and public relations experience, including at least three (3) years in a supervisory capacity; and possession of a bachelor's degree from an accredited college with major coursework in communications, journalism, marketing or related field; or
- B. Any equivalent combination of experience and training which provides the minimum knowledge, abilities and skills.

ESTABLISHED:

AMENDED:

EVALUATION POINTS: 1162

PAY GRADE:

Structural Adjustment - Minimum: O-6D \$110,118  
Structural Adjustment - Maximum: O-7D \$114,589



**JOB EVALUATION**  
For  
**MARKETING AND COMMUNICATIONS MANAGER**

<b>Factors</b>	<b>Points</b>	<b>Comments</b>
Education	J 132	Tertiary/Professional: Requires a post high school tertiary qualifications, polytechnic or equivalent educational body. Bachelor's degree including degrees with double majors and conjoint degrees.
Experience	J 152	Diverse: Experience in managing/administering a major function/department or division of a small to medium size organization or a major department/branch of a large organization, e.g., 8 to 10 years + experience.
Complexity	D 55 284 156.2	Involved: Whilst the end results are still generally defined the means of achieving them are becoming unspecified and as a result more complex. The need to balance continuous conflicting demands together with an increasing level of unpredictability is encountered.
Scope of Work	D 20 284 56.8	Managerial: Management of a significant operational or functional unit/department or division including the planning, directing and controlling of all activities and resources.
Problem Solving	E 132	Complex: Problems contain unexpected and unusual elements not previously encountered. Extensive research may be required. Corporate policies and available expertise will not necessarily provide a complete answer to the problem.
Freedom to Act/Supervision Received	E 115	Guidance: Jobholder is expected to work with a large of independence within the organization's plans, policies and reporting requirements. Overall guidelines and objectives are discussed initially and progress is reviewed intermittently and informally.
Work Environment	B1 16	Work usually performed indoors in favorable working conditions but with occasional exposure to unpleasant environmental influences, e.g., as noise, heat, dirt, cold, dampness, etc.
Physical Demands	A1 22	Work is usually performed sitting, with the opportunity to stand and walk freely.
Impact of Discretionary Decisions	D2 76	Direct impact of a single decision causes a major impact which can be expressed in dollar terms of tens of thousands of dollars.
Human Relations Skills/Contacts	E4 76	Sensitive/Responsive: Extensive contact with a large part of the organization and/or a need to lead, motivate and direct staff in sensitive employee relationships conditions.
Authority Exercised	G2 152	Approves routine expenditure within budgetary limits and is accountable for an O&M budget \$200,000 to \$2 million.
Supervisory & Managerial Responsibility	E2 76	Has full supervisory/managerial responsibility for 4 Port staff and outside contractors' employees.
<b>TOTAL POINTS</b>	<b>1162</b>	

**PAY GRADE ALLOCATION**

<b>Job Evaluation Points</b>	<b>Pay Grade/Step &amp; Sub-Step</b>	<b>Minimum Salary</b>	<b>Pay Grade/Step &amp; Sub-Step</b>	<b>Maximum Salary</b>
1162	O-6D	\$110,118	O-7D	\$114,589

# PORT AUTHORITY OF GUAM



## POSITION DESCRIPTION

### 1.0 IDENTIFICATION

<b>POSITION TITLE</b>	Marketing and Communications Manager
<b>POSITION NUMBER</b>	
<b>NAME OF EMPLOYEE</b>	
<b>NAME OF DIRECT SUPERVISOR</b>	
<b>TITLE OF DIRECT SUPERVISOR</b>	Deputy General Manager, Administration & Finance
<b>JOB LOCATION (Department / Agency)</b>	Port Authority of Guam
<b>DIVISION</b>	Marketing and Communications
<b>DEPARTMENT</b>	Administration & Finance
<b>SECTION / UNIT</b>	
<b>FLSA</b>	
<b>CLASSIFICATION</b>	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified <input type="checkbox"/> Vacant
<b>JOB EVALUATION POINTS</b>	1162
<b>PAY GRADE</b>	O-6D
<b>POSITION DESCRIPTION (Reviewed)</b>	

**2.0 DESCRIPTION OF DUTIES**

**2.1 ESSENTIAL FUNCTIONS**

Organize and list duties and/or responsibilities that must be performed using one of the formats below:

- a) Daily work assignments, beginning with the first duty and ending with the last duty of the day
- b) Percentage of time. Show % for each duty and/or responsibility (Note: total % should equal 100%)
- c) Order of importance, beginning with the most important

Mark with an [ X ] one format only: a)  b)  c)

Duty No or % of Time	Duties and/or Responsibilities
1	Develops, plans, and implements the division's goals and objectives; recommends and administers policies and procedures.
2	Coordinates the division's activities with those of other divisions and local and federal government and organizations; provides staff assistance to the General Manager and Board of Directors; prepares and presents staff reports and other necessary correspondence.
3	Directs the design and implementation of marketing and advertising campaigns to promote the Port's services, activities, programs and special events.
4	Identifies challenges and emerging issues facing the Port; works collaboratively with leadership team to recognize internal and external communications opportunities and solutions and defines and executes appropriate strategies in response.
5	Establishes short- and long-range goals and implementation plans for division services.
6	Supervises and participates in the development and administration of the division's budget; directs the forecast of additional funds needed for staffing, equipment, materials and supplies, monitors and approves expenditures; implements mid-year adjustments.
7	Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; conducts performance evaluations; implements discipline procedures; maintains discipline and high standards necessary for the efficient and professional operation of the division.
8	Serves as the Port's Public Information Officer; directs the communication content of press releases, Port website information, electronic communication and newsletters; prepares speeches, response and related materials for public information purposes.
9	Serves as a media advisor to the Board of Directors, General Manager and Port staff; provides communications training and marketing and outreach support.
10	Performs other related duties and responsibilities as assigned.

**2.2 NON-ESSENTIAL OR ADDITIONAL FUNCTIONS**

List duties and responsibilities not listed above that may be performed, as assigned:

Duty No or % of Time	Duties and/or Responsibilities
	None

**3.0 CONTACTS**

Departments, agencies and/or individuals you deal with during the course of your daily activities:

**3.1 WITHIN DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**3.2 OUTSIDE DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**4.0 SUPERVISION RECEIVED**

How closely is the employee / job holder’s work reviewed by their direct Supervisor.

Mark one correct response below with an [ X ]

	Detailed and specific instructions / procedures received or followed for each assignment
	General Supervision - Routine duties are performed with minimal supervision. Standard practices or procedures allow employee to function alone at routine work. Supervisor makes occasional check of work while in progress. Work is reviewed upon completion.
	Direction - Receives guidance about general objectives in most of the tasks and projects assigned; determines methods, work sequence, scheduling and how to achieve objectives of assignments; operates within policy guidelines. (Generally applicable to skilled professionals, managers and supervisors.)
X	General Direction - Receives very general guidance about overall objectives; work is usually quite independent of others; operates within division or department policy guidelines, using independent judgment in achieving assigned objectives. (Generally applicable to managers / administrators in large and complex organizations and to department / agency heads and their first assistants.)

**5.0 SUPERVISION EXERCISED**

The employee / job holder supervises other employees. List the number of employees supervised, their position titles and a brief description of their responsibilities.

If the employee has no supervisory responsibility mark [ X ] in this box

No Supervised	Position Title	Description of Responsibilities
3	Program Coordinator IV, III, II	Participates in developing and implementing marketing and/or public relations strategies and plans, as well as, campaign-or project specific strategies and plans to meet Port marketing and public relations goals and objectives.

**6.0 EQUIPMENT**

List the equipment (pickup truck, welder, crane, etc.), office machines (word processor, calculator, copying machine, etc.), or any other machines, tools or devices that are used on a regular and continuing basis. Show what percentage of the regular workday is spent using each.

%	Tools / Equipment
100%	Personal Computer

**7.0 JOB REQUIREMENTS**

Mark [ X ] in this box if the job holder is unable to complete this section. The direct Supervisor will then complete this section for the job holder.

**7.1 MINIMUM QUALIFICATION REQUIREMENTS**

Identify below the minimum experience and training a qualified applicant must have before employment.

**7.1.1 WORK EXPERIENCE**

List the general, specialized and/or supervisory / management work experience needed and how much (in months and/or years). If none, mark an [ X ] in box a) "No work experience required."

a) No work experience required

b) General Years    Months


c) Specialized	Years	Months
Professional communications and public relations experience	7	0

d) Supervisor / Management	Years	Months
Direct supervisory experience responsible for direction and evaluation of staff.	3	0

If no work experience is required, list the knowledge, abilities and skills a qualified applicant needs before employment to perform the essential job functions.

	Years	Months

**7.1.2 FORMAL EDUCATION OR TRAINING**

Mark an [ X ] in the box that indicates the most applicable education level required :

- Below High School. Show number of years :
- High School Graduation / GED
- Vocational / Technical School. Detail below the specific training that is required by this position :

4 year apprenticeship program in mechanical, electrical, hydraulic and electronics of equipment.

- Some College. Show number of  Semester Hours, or  Quarter Hours

Detail below specific courses required by the essential functions of this position:


- College Degree. Show major area of study required :

Associates :	
Bachelors :	With major coursework in communications, journalism, marketing or related field
Masters :	
Beyond Masters :	

**7.1.3 CRITICAL SKILLS / EXPERTISE**

List specialized skills or specialization needed to perform essential functions:

Supervise, train and evaluate staff.

**7.1.4 LICENSE / REGISTRATION OR CERTIFICATION**

List possession of required license, professional registration/certification needed to perform essential functions:


**7.2 MENTAL / VISUAL / PHYSICAL & ENVIRONMENTAL JOB REQUIREMENTS**

**7.2.1 PHYSICAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate physical requirement(s) for the job.

	Sitting	The job requires the employee to sit in a comfortable position most of the time. The employee can move about.
	Sitting	Employee is required to sit for extended periods or time without being able to leave the work area.
X	Sitting/Standing/Walking	The employee is required to sit, stand, walk most of the time.
	Climbing	Employee is required to climb ladders or scaffolding or to climb and work in overhead areas.
	Lifting	Employee is required to raise or lower objects from one level to another regularly.
	Pulling and/or Pushing	The job requires exerting force up to ____ pounds on a regular basis to move the object to or away from the employee.
	Carrying	The employee is required, on a regular basis, to carry objects in his or her arms or on the shoulder(s).
	Reaching	The employee is regularly required to use the hands and arms to reach for objects.
	Stooping and Crouching	The employee is regularly required to bend forward by bending at the waist or by bending legs and spine.
	Crawling	Employee is required to work in a confined space and/or to crawl and move about on his or her hands and knees.
X	Speaking	The job requires expressing ideas by the spoken word.
X	Listening	The job requires the perception of speech or the nature of sounds in the air.
	Other	See description below

Describe any other physical job requirements below :


**7.2.2 MENTAL / VISUAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate mental / visual requirement for the job.

- General Intelligence (typical requirement for machine operators, office staff, etc.)
- Motor Coordination Skills (typical for automotive mechanic, painter, etc.)
- Coordination of Eyes, Hands, and Feet (e.g. tractor trailer driver, fire fighter, line electrician, etc.)
- Verbal Intelligence (typical for counsellors, customer service representatives, etc.)
- Numerical Intelligence (typical for an accounting clerk, cargo checker, etc.)
- Other (outline below)


**7.2.3 WORK ENVIRONMENT & WEATHER EXPOSURE**

Selecting one response only show what percent of a typical workday is spent:

- %
- 90    Indoors in a comfortable temperature-controlled environment (for instance, in an office)
- Indoors in a non-temperature-controlled environment (e.g. storerooms and warehouses, etc.)
- 10    Outdoors exposed to changing weather conditions (for instance, rain, sun, wind, etc.)
- Outdoors but in an enclosed vehicle protected from extreme weather conditions.

**7.2.4 OTHER PHYSICAL WORKING CONDITIONS**

Mark an [ X ] in the box if none of the following is applicable

Show what percent of a typical workday this position is exposed to:  
%



- 10 Air contamination (i.e., dust, fumes, smoke, toxic conditions, disagreeable odours).
- Vibration (i.e., operating jackhammer, impact wrench).
- Noise (Exposure at a level enough to cause hearing loss or fatigue).
- An improperly illuminated or awkward and confining work space.
- Working above ground level where the chance of falling exists (e.g. ladders, bucket trucks etc)
- Lifting or carrying items or objects. Describe item/object and weight:

--

- Heat. Describe source and degree of high temperature.

--

- Cold. Describe source and degree of cold temperature:

--

- Other hazards. Describe:


**7.2.5 IRREGULAR / UNUSUAL JOB REQUIREMENTS**

Describe the working conditions that are irregular or unusual for the job and show frequency of exposure.

Mark an [ X ] in the box if not applicable

Condition	Frequency of Exposure

**7.3 WORK SCHEDULE / HOURS**

Work Schedule/Hours – Mark an [ X ] the most appropriate work schedule/hours for the job.

- Regular - Standard Eight (8) hours daily, Monday - Friday
- Irregular - Shift work - A 24-hour work operation.
- Regular / Irregular - Overtime hours with overtime pay entitlement

State purpose and average total hours required per pay period:


- Regular / Irregular - Overtime hours without overtime pay entitlement

State purpose and average total hours required per pay period:

Only upon emergency presence is required to coordinate the communication activities.

The information given on this position is complete and correct.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

**PROPOSED AMENDMENT to JOB STANDARD of  
CRANE OPERATOR LEADER to  
TRANSPORTATION LEADER**

**CLASSIFICATION REVIEW:**

The proposed Transportation Leader will lead and participate in the operation of gantry cranes, top loaders, side lifters, forklifts ranging from 5 to 20 tons and tractors-trailers, flat beds, light trucks and similar equipment in the loading, unloading and storage of containerized and breakbulk vessels between vessels and terminal facilities.

The position requires knowledge of:

- Standards methods and techniques used in the operation in the gantry cranes, top loaders, side lifters, forklifts and tractor-trailers, flatbeds, light trucks and similar equipment.
- Traffic laws and safe driving practices.

The position requires ability to:

- Operate moderately heavy to large and heavy equipment on complex and delicate tasks.
- Lead the work of others.
- Estimate the time, materials, tools and equipment needed for work projects.
- Ensure that materials, tools and equipment are properly maintained and that replacement parts are available.
- Apply and enforce safe work practices on the job.
- Work effectively with the public and employees.
- Communicate effectively—orally and in writing.

The position requires the possession of skill in the operation of gantry cranes, top loaders, side lifters, forklifts ranging from 5 to 20 tons, tractor-trailers, flatbeds, light trucks and similar equipment.

The position will lead the work of employees occupying Equipment Operator and Crane Operator positions in the Transportation Division as follows:

No. of Personnel	Position Title
10	Crane Operator
10	Equipment Operator III
21	Equipment Operator II

The position may lead the work of employees occupying Port Terminal Worker positions when assigned to the division during normal and vessel operations.

The position reports to Transportation Supervisor. Guidelines to be used by this position involves general instructions and specific completion targets are normally specified.

The experience and training of the position requires:

- Experience: Five years of experience in the operation of gantry cranes, top loaders, side loaders, forklifts ranging from 5 to 20 tons, tractor-trailers flat beds and light trucks, which one year must be at the skilled level of operating gantry cranes.
- Education: High school diploma or equivalency.

- License and Certification: Possession of a valid chauffeur's license and certification of crane operator training.

The job evaluation points process is based on twelve (12) job factors (i.e., education, experience, complexity, scope of work, problem solving, freedom to act/supervision received, work environment, physical demands, impact of discretionary decisions, human relations skills/contacts, authority exercised and supervisory/managerial responsibilities. Additionally, a comparative analysis was conducted of the proposed position's counterparts within the organization. The factors in determining the pay grade allocation are attached.

**ANALYSIS OF SIMILARITIES AND DIFFERENCES:**

A review of the Government of Guam Classification Plan's Occupational Listing and other autonomous agencies staffing patterns reveal there are positions that are closely associated with the proposed amended Transportation Leader position, however, those positions are subjected to the sole use of the line departments or autonomous agencies and cannot be used by the Port Authority of Guam.

As a result, it is recommended that Crane Operator Leader job standard be amended to reflect Transportation Leader job standard under the Port's Classification and Compensation Plan.

**FISCAL NOTE:**

The full-time equivalency (FTE) and funding has been identified and approved by the Board of Directors.

**RECOMMENDATION:**

Our review has determined the pay grade allocation for the Transportation Leader remain status quo as follows:

Structural Adjustment – Minimum	Structural Adjustment – Maximum
J-8B \$57,540	J-9B \$59,876

Based on the above and the attached analysis and documents, the job standard of Crane Operator Leader be amended to reflect Transportation Leader and the pay grade indicated above in the classified service remain status quo.

  
CARMELITA C. NEDEDOG  
Acting Personnel Services Administrator

Date: 4/17/2024

Attachments

Classification Code Number: \_\_\_\_\_

**TRANSPORTATION LEADER  
(Proposed Amendment)**

**NATURE OF WORK IN THIS CLASS:**

Leads and performs operation of gantry cranes, top loaders, side lifters, forklifts ranging from 5 to 20 tons, tractors-trailers, flatbeds, light trucks and similar equipment in the loading, unloading and storage of containerized and breakbulk vessels between vessels and terminal facilities.

**ILLUSTRATIVE EXAMPLES OF WORK:** (These examples do not list all the duties which may be assigned; any one position may not include all the duties listed.)

Leads and operates gantry cranes, top loaders, side lifters, forklifts ranging from 5 to 20 tons, tractor-trailers, flat beds, light trucks and similar equipment in the loading, unloading and storage of containerized and breakbulk vessels between vessels and terminal facilities.

Estimates time, material and equipment needed for work projects.

Ensures that materials, tools and equipment are properly maintained and that replacement are available.

Operates equipment for complex and delicate tasks.

Inspects, cleans and services equipment; maintains, makes minor repairs and reports mechanical defects of equipment.

Maintains work records and prepare reports.

Performs other duties and responsibilities as required or assigned.

**KNOWLEDGE, ABILITIES AND SKILLS:**

Knowledge of:

- Standard methods and techniques used in the operation of gantry cranes, top loaders, side loaders, forklifts, tractor-trailers, flat beds, light trucks and similar equipment.
- Traffic laws and safe driving practices.

Ability to:

- Operate moderately heavy to large and heavy equipment on complex and delicate tasks.
- Lead the work of others.
- Estimate the time, materials, tools and equipment needed for work projects.
- Ensure that materials, tools and equipment are properly maintained and that replacement parts are available.
- Apply and enforce safe work practices on the job.
- Work effectively with the public and employees.
- Communicate effectively, orally and in writing.

Skill in the operation of gantry cranes, top loaders, side lifters, forklifts ranging from 5 to 20 tons, tractor-trailers, flatbeds, light trucks and similar equipment.

**MINIMUM EXPERIENCE AND TRAINING:**

- A. Five years of experience in the operation of gantry cranes, top loaders, side loaders, forklifts ranging from 5 to 20 tons, tractor-trailers flat beds and light trucks, which one year must be at the skilled level of operating gantry cranes; or
- B. Any equivalent combination of experience and training which provides the minimum knowledge, abilities and skills.

**NECESSARY SPECIAL QUALIFICATION:**

License and Certification: Possession of a valid chauffeur's license and certification of crane operator training.

ESTABLISHED:

AMENDED:

EVALUATION POINTS: 718

PAY GRADE:

Structural Adjustment - Minimum: J-8B \$57,540  
Structural Adjustment - Maximum: J-9B \$59,876

**JOB EVALUATION**  
For  
**TRANSPORTATION LEADER**

<b>Factors</b>	<b>Points</b>	<b>Comments</b>
Education	I 115	Requires e.g., 4-5 years high schooling plus highly technical training or advanced practical courses of study at a more advanced level. Training relates to and emphasizes specific technical training towards a specific trade or professional rather than generalized management training. In some instances, it may require that formal registration and annual re-registration (based on demonstrated competency of the individual) to enable them to practice the trade or profession. Indicative Qualification Level: Qualified/Certified Journeyman/Trade Certificate/Associate Degree (various disciplines).
Experience	I 115	The job requires advanced/specialized experience in a technical, scientific or professional field often gained through the attainment of additional relevant qualifications and/or post qualification practical experience. It may be necessary to work in harmony with conflicting and diverse activities and this may involve the control of resources and people, e.g., 5-7 years related experience.
Complexity	D45 230 103.5	Involved: Whilst the ends results are still generally defined the means of achieving them are becoming unspecified and as a result more complex to that outlined in the Defined section. The need to balance continuous conflicting demands (often from diverse sources) together with an increasing level of unpredictability is encountered.
Scope of Work	C 15 230 34.5	Supervision of others is required and/or coordination of resources and processes (human/physical/financial) in order to achieve significant outcomes for the organization.
Problem Solving	D 66	Problems are varied and the solution requires some research. Initiative and judgment is required in interpretation and that is often against and perhaps contradictory cases. In some instances problems encountered may extend beyond the need for short-term solutions.
Freedom to Act/Supervision Received	D 66	General Instructions. Work is subject to general instructions only and specific completion targets are normally specified. Progress reviews are usually undertaken but in most instances assistance by a superior is given only when requested.
Work Environment	D3 76	Work performed indoors with considerable exposure to disagreeable environmental influences, e.g., noise, heat, dirt, cold, dampness, etc.
Physical Demands	A3 38	Work frequently involves stooping, bending, kneeling or climbing.
Impact of Discretionary Decisions	B1 33	Direct impact of a single decision causes some impact which can be expressed in dollar terms of hundreds of dollars.
Human Relations Skills/Contacts	C2 38	Discusses and seeks cooperation from others areas of the organization and/or has some supervisory involvement.
Authority Exercised	A0 0	No authority to commit capital expenditure, approves loans, extend credit or incur routine expenditure.

Supervisory & Managerial Responsibility	CI 33	Has significant involvement in training/guiding staff within the organization or manages projects but without line management responsibility.
<b>TOTAL POINTS</b>	<b>718</b>	

**PAY GRADE ALLOCATION**

Job Evaluation Points	Pay Grade/Step & Sub-Step	Minimum Salary	Pay Grade/Step & Sub-Step	Maximum Salary
718	J-8B	\$57,540	J-9B	\$59,876



# PORT AUTHORITY OF GUAM



## POSITION DESCRIPTION

### 1.0 IDENTIFICATION

<b>POSITION TITLE</b>	Transportation Leader
<b>POSITION NUMBER</b>	
<b>NAME OF EMPLOYEE</b>	
<b>NAME OF DIRECT SUPERVISOR</b>	
<b>TITLE OF DIRECT SUPERVISOR</b>	Transportation Supervisor
<b>JOB LOCATION (Department / Agency)</b>	Port Authority of Guam
<b>DIVISION</b>	Operation
<b>DEPARTMENT</b>	Transportation
<b>SECTION / UNIT</b>	Superintendent
<b>FLSA</b>	
<b>CLASSIFICATION</b>	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified <input type="checkbox"/> Vacant
<b>JOB EVALUATION POINTS</b>	718
<b>PAY GRADE</b>	J-8B
<b>POSITION DESCRIPTION (Reviewed)</b>	

**2.0 DESCRIPTION OF DUTIES**

**2.1 ESSENTIAL FUNCTIONS**

Organize and list duties and/or responsibilities that must be performed using one of the formats below :

- a ) Daily work assignments, beginning with the first duty and ending with the last duty of the day
- b ) Percentage of time. Show % for each duty and/or responsibility (Note: total % should equal 100%)
- c ) Order of importance, beginning with the most important

Mark with an [ X ] one format only: a)  b)  c)

Duty No or % of Time	Duties and/or Responsibilities
1	LEADS AND PARTICIPATES IN THE OPERATIONS OF MOBILE HARBOR CRANE, GANTRY, STRADDLE HOIST, STICK CRANE, TOP-LIFTER, SIDE-LOADER, TRACTOR TRAILER, FORKLIFT, AND SIMILAR HEAVY, MODERATE AND LIGHT SEAPORT CARGO HANDLING EQUIPMENT AND MACHINERY FOR LOADING, UNLOADING, STORAGE AND ISSUING OF CONTAINERIZED AND BREAKBULK CARGO BETWEEN VESSEL AND TERMINAL FACILITIES.
2	ESTIMATES TIME, MATERIAL AND EQUIPMENT NEEDED FOR WORK PROJECTS; INSURES THAT MATERIALS, TOOLS AND EQUIPMENT ARE PROPERLY MAINTAINED AND REPLACEMENT PARTS ARE AVAILABLE.
3	PLANS AND PARTICIPATES IN HEAVY LIFT, COMPLEX AND DELICATE TASK OR OPERATION WHEN SEAPORT CARGO CRANES IS TO BE USED AND TO ENSURE THAT ALL PROPER RIGGING GEARS, CARGO LOCATION AND WEIGHTS COULD BE ACCOMPLISHED IN A SAFE MANNER.
4	ENSURE THAT ALL OPERATORS AND EQUIPMENTS ARE PROPERLY ASSIGNED; MAKES ADJUSTMENT TO PERSONNEL AND EQUIPMENT AS NEEDED TO ACCOMPLISH ALL OPERATIONS; ENSURE THAT OPERATIONS REQUIREMENTS ARE MET; LEAD AND PARTICIPATE IN ALL MODES OF OPERATIONS.
5	CONDUCTS, IDENTIFY, APPLIES AND ENFORCE SAFE WORK PRACTICES ON THE JOB.
6	MAINTAINS RECORDS AND PREPARE REPORTS.
7	PERFORM OTHER RELATED DUTIES AS REQUIRED.

**2.2 NON-ESSENTIAL OR ADDITIONAL FUNCTIONS**

List duties and responsibilities not listed above that may be performed, as assigned :

Duty No or % of Time	Duties and/or Responsibilities

**3.0 CONTACTS**

Departments, agencies and/or individuals you deal with during the course of your daily activities :

**3.1 WITHIN DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
	15 - 50% of total working hours
X	Over 50% of total working hours

**3.2 OUTSIDE DEPARTMENT / AGENCY**

Mark one correct response below with an [ X ]

	None
	Up to 15% of total working hours
X	15 - 50% of total working hours
	Over 50% of total working hours

**4.0 SUPERVISION RECEIVED**

How closely is the employee / job holder's work reviewed by their direct Supervisor.

Mark one correct response below with an [ X ]

	Detailed and specific instructions / procedures received or followed for each assignment
	General Supervision - Routine duties are performed with minimal supervision. Standard practices or procedures allow employee to function alone at routine work. Supervisor makes occasional check of work while in progress. Work is reviewed upon completion.

X	Direction - Receives guidance about general objectives in most of the tasks and projects assigned; determines methods, work sequence, scheduling and how to achieve objectives of assignments; operates within policy guidelines. (Generally applicable to skilled professionals, managers and supervisors.
	General Direction - Receives very general guidance about overall objectives; work is usually quite independent of others; operates within division or department policy guidelines, using independent judgment in achieving assigned objectives. (Generally applicable to managers / administrators in large and complex organizations and to department / agency heads and their first assistants.)

**5.0 SUPERVISION EXERCISED**

The employee / job holder supervises other employees. List the number of employees supervised, their position titles and a brief description of their responsibilities.

If the employee has no supervisory responsibility mark [ X ] in this box

No Supervised	Position Title	Description of Responsibilities
16	CRANE OPERATORS	
29	EQUIPMENT OPERATOR II	
7	EQUIPMENT OPERATOR III	

**6.0 EQUIPMENT**

List the equipment (pickup truck, welder, crane, etc.), office machines (word processor, calculator, copying machine, etc.), or any other machines, tools or devices that are used on a regular and continuing basis. Show what percentage of the regular workday is spent using each.

%	Tools / Equipment
	MOBILE HAVOR CRANE
	GANTRY CRANE
	STRADDLE HOIST
	STICK CRANE
	TOP-LIFTER
	SIDE-LOADER
	TRACTOR TRAILER
	FORKLIFT 5, 10, 20 TON CAPACITY
	FLATBED TRUCK
	POWER SWEEPER
	COMPUTER
	CALCULATOR
	PICK UP TRUCK
	15 PASSENGER VAN

**7.0 JOB REQUIREMENTS**

Mark [ X ] in this box if the job holder is unable to complete this section. The direct Supervisor will then complete this section for the job holder.

**7.1 MINIMUM QUALIFICATION REQUIREMENTS**

Identify below the minimum experience and training a qualified applicant must have before employment.

**7.1.1 WORK EXPERIENCE**

List the general, specialized and/or supervisory / management work experience needed and how much (in months and/or years). If none, mark an [ X ] in box a) "No work experience required."

a) No work experience required

b) General Years    Months

EXPERIENCE IN THE OPERATION OF THE MOBILE HARBOR CRANE, GANTRY, STRADDLE HOIST, STICK CRANES AND SIMILAR HEAVY EQUIPMENTS	5	
EXPERIENCE IN THE OPERATION OF HEAVY, MODERATE AND LIGHT TRUCKS, MOTOR VEHICLE AND EQUIPMENTS	4	
ANY EQUIVALENT COMBINATION OF EXPERIENCE AND TRAINING IN WHICH PROVIDES MINIMUM KNOWLEDGE, ABILITIES AND SKILLS		

c) Specialized Years    Months


d) Supervisor / Management Years    Months


If no work experience is required, list the knowledge, abilities and skills a qualified applicant needs before employment to perform the essential job functions.

Years    Months


**7.1.2 FORMAL EDUCATION OR TRAINING**

Mark an [ X ] in the box that indicates the most applicable education level required :

Below High School. Show number of years :

High School Graduation / GED

Vocational / Technical School. Detail below the specific training that is required by this position :


Some College. Show number of  Semester Hours, or

Quarter Hours

Detail below specific courses required by the essential functions of this position :


College Degree. Show major area of study required :

Associates :	
Bachelors :	
Masters :	
Beyond Masters :	

### 7.1.3 CRITICAL SKILLS / EXPERTISE

List specialized skills or specialization needed to perform essential functions :

SKILLED IN THE OPERATION OF MOBILE HARBOR CRANE, GANTRY CRANE, STICK CRANE, STRADDLE HOIST, TOP-LIFTER, SIDE-LOADER, FORKLIFT, TRACTOR TRAILER AND SIMILAR HEAVY, MODERATE AND LIGHT EQUIPMENT AND MACHINERY
KNOWLEDGE OF STANDARD METHODS AND TECHNIQUES USED IN THE OPERATION OF MOBILE HARBOR CRANE, GANTRY, STRADDLE HOIST, TOP-LIFTER, SIDE-LOADER, STICK CRANE, TRACTOR TRAILER, FORKLIFT AND SIMILAR HEAVY, MODERATE AND LIGHT EQUIPMENT AND MACHINERY
KNOWLEDGE OF TRAFFIC LAWS AND SAFE OPERATING PRACTICES
ABILITY TO OPERATE HEAVY, MODERATE, AND LIGHT EQUIPMENT FOR HEAVY LIFT, COMPLEX AND DELICATE TASK OR OPERATION
ABILITY TO LEAD THE WORK OF OTHERS
ABILITY TO ESTIMATE THE TIME, MATERIALS AND EQUIPMENT NEEDED FOR WORK PROJECTS
ABILITY TO ENSURE THAT MATERIALS, TOOLS AND EQUIPMENT ARE PROPERLY MAINTAINED AND THAT REPLACEMENT PARTS ARE AVAILABLE
ABILITY TO CONDUCT, IDENTIFY, APPLY AND ENFORCE SAFE WORK PRACTICES ON THE JOB

ABILITY TO WORK EFFECTIVELY WITH EMPLOYEES AND THE PUBLIC
ABILITY TO COMMUNICATE EFFECTIVELY, ORALLY AND IN WRITING
<b>7.1.4 LICENCE / REGISTRATION OR CERTIFICATION</b>

List possession of required license, professional registration/certification needed to perform essential functions :

POSSESSION OF A VALID CHAUFFEUR "B AND C" LICENSE
CRANE OPERATOR CERTIFICATION
POSITION FUNCTION SPECIFIC TRAINING
HAZMAT TRAINING
HAZWOPER TRAINING
FORKLIFT TRAINING

**7.2 MENTAL / VISUAL / PHYSICAL & ENVIRONMENTAL JOB REQUIREMENTS**

**7.2.1 PHYSICAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate physical requirement(s) for the job.

X	Sitting	The job requires the employee to sit in a comfortable position most of the time. The employee can move about.
X	Sitting	Employee is required to sit for extended periods or time without being able to leave the work area.
X	Sitting/Standing/Walking	The employee is required to sit, stand, walk most of the time.
X	Climbing	Employee is required to climb ladders or scaffolding or to climb and work in overhead areas.
X	Lifting	Employee is required to raise or lower objects from one level to another regularly.
X	Pulling and/or Pushing	The job requires exerting force up to _____ pounds on a regular basis to move the object to or away from the employee.
X	Carrying	The employee is required, on a regular basis, to carry objects in his or her arms or on the shoulder(s).
X	Reaching	The employee is regularly required to use the hands and arms to reach for objects.
X	Stooping and Crouching	The employee is regularly required to bend forward by bending at the waist or by bending legs and spine.
X	Crawling	Employee is required to work in a confined space and/or to crawl and move about on his or her hands and knees.
X	Speaking	The job requires expressing ideas by the spoken word.
	Listening	The job requires the perception of speech or the nature of sounds in the air.
	Other	See description below

Describe any other physical job requirements below :


**7.2.2 MENTAL / VISUAL REQUIREMENTS**

Mark with an [ X ] below the most appropriate mental / visual requirement for the job.

- General Intelligence (typical requirement for machine operators, office staff, etc.)
- Motor Coordination Skills (typical for automotive mechanic, painter, etc.)
- Coordination of Eyes, Hands, and Feet (e.g. tractor trailer driver, fire fighter, line electrician, etc.)
- Verbal Intelligence (typical for counsellors, customer service representatives, etc.)
- Numerical Intelligence (typical for an accounting clerk, cargo checker, etc.)
- Other (outline below)


**7.2.3 WORK ENVIRONMENT & WEATHER EXPOSURE**

Selecting one response only show what percent of a typical workday is spent :

%

- 10    Indoors in a comfortable temperature-controlled environment (for instance, in an office)
- 5    Indoors in a non-temperature-controlled environment (e.g. storerooms and warehouses, etc.)
- 70    Outdoors exposed to changing weather conditions (for instance, rain, sun, wind, etc.)
- 15    Outdoors but in an enclosed vehicle protected from extreme weather conditions.

**7.2.4 OTHER PHYSICAL WORKING CONDITIONS**

Mark an [ X ] in the box if none of the following is applicable

Show what percent of a typical workday this position is exposed to:

%

- 70    Air contamination (i.e., dust, fumes, smoke, toxic conditions, disagreeable odours).
- 10    Vibration (i.e., operating jackhammer, impact wrench).
- 10    Noise (Exposure at a level enough to cause hearing loss or fatigue).



- 10 An improperly illuminated or awkward and confining work space.
- 10 Working above ground level where the chance of falling exists (e.g. ladders, bucket trucks etc)
- 5 Lifting or carrying items or objects. Describe item/object and weight:


- 80 Heat. Describe source and degree of high temperature.

EXPOSED TO DIRECT SUNLIGHT
HEAT FROM EQUIPMENT ENGINE

- Cold. Describe source and degree of cold temperature:


- 20 Other hazards. Describe:

HIGH WINDS
HEIGH 20-100 FEET

**7.2.5 IRREGULAR / UNUSUAL JOB REQUIREMENTS**

Describe the working conditions that are irregular or unusual for the job and show frequency of exposure.

- Mark an [ X ] in the box if not applicable

Condition	Frequency of Exposure

**7.3 WORK SCHEDULE / HOURS**

Work Schedule/Hours – Mark an [ X ] the most appropriate work schedule/hours for the job.

- Regular - Standard Eight (8) hours daily, Monday - Friday
- Irregular - Shift work - A 24-hour work operation.
- Regular / Irregular - Overtime hours with overtime pay entitlement

State purpose and average total hours required per pay period:

VESSEL OPERATION 7 DAYS A WEEK 24 HOURS A DAY (88-96 HOURS PER PAY PERIOD)

Regular / Irregular - Overtime hours without overtime pay entitlement

State purpose and average total hours required per pay period:


The information given on this position is complete and correct.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

**BOARD OF DIRECTORS**

*Chairperson*

*Vice Chairperson*

*Board Secretary*



**Resolution No. 2024-01**

**RELATIVE TO AUTHORIZING THE PORT AUTHORITY OF GUAM GENERAL MANAGER TO TEMPORARILY PAUSE H-WHARF CONSTRUCTION, PROCURE ADDITIONAL GANTRY CRANES, AND ESTABLISH COMPREHENSIVE STRATEGIC MEASURES FOR PORT OPERATIONAL ENHANCEMENT AND FINANCIAL REALLOCATION.**

**BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PORT AUTHORITY OF GUAM:**

**WHEREAS**, in September 2009, Public Law 30-57 was enacted approving the Port Master Plan 2007 Update and mandated the Port Authority of Guam (PAG) to acquire two (2) gantry cranes no later than December 31, 2012; and

**WHEREAS**, in December 2007, the Port Authority entered into a license agreement for five (5) years between Matson and Horizon to place three (3) of their gantry cranes, Port of Los Angeles (POLA) cranes on its rails; and

**WHEREAS**, Public Law 31-145, enacted on November 2011, amended Public Law 30-57 and authorized the Port to enter into negotiations with Matson and Horizon for the specific purpose of acquiring or lease-to-own one (1) or more of the POLA gantry cranes; and

**WHEREAS**, on June 5, 2012, the Port Board of Directors approved the acquisition terms of the POLA cranes, and adopted the Sales and Interim Maintenance Agreements, by way of Resolution No. 2012-05, which was further approved by the Guam Public Utilities Commission as PAG Docket 12-01 on August 27, 2012; and

**WHEREAS**, in the Guam Public Utilities Commission report of PAG Docket 12-01, crane replacement schedule and replacement costs for 2012 and 2016 were as follows; and

Crane	2012 Analysis		2016 Analysis	
	Replacement Date	Cost (\$M)	Replacement Date	Cost (\$M)
POLA 4	2025	\$10.53	2028-2029	\$11.3
POLA 5	2025	\$11.54	2029	\$11.7
POLA 6	2028	\$12.65	2030-2031	\$12.3

**WHEREAS**, the PAG’s Owner Agent provided an assessment and found a dire need to replace the POLA cranes. The POLA cranes were originally built in 1983/1984 and were refurbished in 2009. They will reach the end of their expected service life and will need to be replaced by 2024; and

**WHEREAS**, the PAG Board, through the formal adoption of this Board Resolution, recognizes the indispensable role of its Ship-To-Shore (STS) Gantry Crane infrastructure in maintaining the Port’s operational efficiency, capacity, and its critical contribution to national security; and

**WHEREAS**, the existing fleet of STS gantry cranes, after decades of service, approaches the end of its reliable operational lifespan, posing significant risks to the Port’s ability to handle cargo effectively and to support military readiness; and

**WHEREAS**, the PAG is currently in a contract with Sumitomo Mitsui Construction Company (SMCC) as part of the \$46 million Hotel Wharf (H-Wharf) construction project, which aims to substantially enhance its operational capabilities by increasing vessel berth capacity for cargo and cruise ships, strategically expanding its design to accommodate larger vessels and potentially serve as a homeport for cruise liners, while also supporting military readiness through the efficient handling and deployment of military assets; and

**WHEREAS**, the planned expansion and enhancement through the H-Wharf construction project align with PAG’s modernization program, a long-term, unfunded strategic goal facing constant financial and operational recalibrations in light of current infrastructure challenges; and

**WHEREAS**, to further exacerbate the construction costs, there is the need to update the seismic code for H-Wharf, significantly increasing the unfunded budget, necessitating a strategic evaluation and reallocation of financial resources to ensure both immediate needs and long-term objectives are met; and

**WHEREAS**, the Leon Guerrero Administration, led by Governor Lou Leon Guerrero, has allocated significant funding from the American Rescue Plan, specifically \$15 Million, which, alongside 2018 Revenue Bonds and Port Revenue, provided enough funds to cover over the \$46 Million initial funding requirement; and

**WHEREAS**, the commitment of the Leon Guerrero-Tenorio administration to the Port Modernization Program, Port Readiness Plan, which includes critical infrastructure expansion and upgrades to address project shortfalls, reflects a strategic vision for diversifying the Port’s revenue base and capturing the attention of the Department of Defense as a significant customer, underscoring the administration’s dedication to pursuing every opportunity for further development, thereby signifying the H-Wharf project’s critical role in the broader effort to modernize and enhance the Port’s infrastructure and ensuring Port readiness; and



**WHEREAS**, the procurement of three new STS gantry cranes has been identified as critical to enhancing the Port's cargo handling efficiency, operational capacity, and competitiveness in Guam's local and regional maritime industry; and

**WHEREAS**, the Board recognizes the necessity of reassessing our project priorities to align with current financial, logistical, and operational realities to ensure resiliency and reliability in the supply chain into and from Guam; and

**WHEREAS**, given the unforeseen requirement to update seismic codes for H-Wharf, which substantially increases the project's cost, the decision to pause construction on H-Wharf becomes even more pressing, consequently the Port must now navigate this considerable funding gap, which emphasizes the strategic importance of reallocating resources towards immediate operational improvements, such as the procurement of STS gantry cranes, underscoring the fact that STS gantry cranes are essential for maintaining and enhancing the Port's efficiency and capacity while providing critical operational advantages as the Authority seeks additional funding sources or financial strategies needed to proceed with the construction of H-Wharf; and

**WHEREAS**, the Port Authority of Guam diligently pursued a grant application with the Maritime Administration (MARAD) seeking \$92 million in funding support for the H-Wharf project, representing a substantial increase from the initial \$46 million budget, illustrating the significant investment required to fulfill the Port's infrastructure enhancements and operational objectives; however, regrettably, the Port's grant application was denied, highlighting the challenges in securing external funding for critical infrastructure projects; and

**WHEREAS**, this situation underscores the complexity of large-scale infrastructure projects, particularly those in environmentally sensitive zones. It also highlights the importance of flexibility in project management and financial planning, ensuring that the Port can adapt to changing circumstances and requirements without compromising its strategic objectives or operational capacity; and

**WHEREAS**, with approximately 100,000 containers currently passing through the Port annually, the acquisition of STS cranes are essential to the Port's functions of servicing the island of Guam, serving as the transshipment hub for the West Pacific region and supporting military missions within the Indo-Pacific Command; and

**WHEREAS**, WSP, the PAG's Owner Agent, prepared an analysis that shows if one STS gantry goes down military buildup activities will be delayed by up to four years, and the failure of two could critically impair the Port's ability to meet both commercial demand and Department of Defense missions, highlighting the urgency of procuring three new STS gantry cranes; and

**WHEREAS**, the strategic importance of Guam in the Indo-Pacific defense strategy necessitates the PAG to maintain the highest standards of operational resiliency, readiness and efficiency, with the acquisition of three new STS gantry cranes being pivotal for sustaining the Port's commercial and military operations; and

**WHEREAS**, recognizing that the replacement of STS gantry cranes are critically needed for the Port of Guam to maintain its operational and financial sustainability to properly service the military buildup and future mission capabilities on Guam and within the Mariana Islands; and

**WHEREAS**, on September 2019, the PAG submitted a grant application to the USDOT/MARAD through its Port Infrastructure Development Program (PIDP) for two (2) STS gantry cranes and although the application was well written, it was not awarded due to its nonconformance to the Buy American Act Requirements. Subsequently, on August 2023 the PAG once again submitted a grant application to the USDOT/MARAD's PIDP and was likewise unsuccessful due to the non-approval of the PAG's Build America, Buy America (BABA) waiver request; and

**WHEREAS**, the Biden Administration has announced plans to improve cybersecurity at U.S. ports, including the replacement of port infrastructure and equipment manufactured outside the United States, thereby aligning the procurement of new STS gantry cranes with national security policies and priorities; now therefore, be it

**RESOLVED**, that the Board of Directors hereby authorize the General Manager to pause the construction activities on the H-wharf project temporarily, ensuring that this decision is made in recognition of the imperative need to prioritize the procurement and deployment of additional STS gantry cranes, considering the strategic benefits they present to the Port's critical operations; and be it further

**RESOLVED**, that the Board of Directors hereby authorize a temporary pause on the H-Wharf construction project, directing a strategic reallocation of these resources and additional funds towards the procurement of up to three new STS gantry cranes, depending on available funds; and be it further

**RESOLVED**, that the Board of Directors acknowledge the potential consequences of delaying H-Wharf construction, including possible operational bottlenecks, financial implications such as cost overruns, and the impact on stakeholder relationships; however, despite these challenges, the Board of Directors believe that prioritizing gantry crane procurement is in the best immediate and long-term interest of the Port and its stakeholders; and be it further

**RESOLVED**, that the General Manager shall ensure effective stakeholder communication, and provide regular updates to the Board on progress, challenges, and the financial impact of these strategic adjustments; and be it further



**RESOLVED**, that the Board of Directors reaffirm its commitment to the strategic vision, namely the Port’s 2023 Masterplan and the 2024 Look Ahead, recognizing the need for flexibility and adaptability in our decision-making processes, calling for the continued support and collaboration of all stakeholders as we navigate these adjustments; and be it further

**RESOLVED**, that the General Manager is tasked with leading a comprehensive procurement strategy, through the Port’s Procurement Team guided by the Port’s in-house counsels, including all PAG end-users, that emphasizes engagement with global suppliers, leverages technological innovation for cost-effective operations, and aligns with the highest standards of operational readiness and national security priorities; and be it further

**RESOLVED**, that the General Manager is further hereby authorized to reallocate budgetary resources, negotiate with suppliers, and adjust project timelines accordingly, all in accordance with the Guam Procurement Law; and be it further

**RESOLVED**, that the General Manager is hereby authorized and directed to take all necessary actions to pause construction activities on H-Wharf, negotiate, adjust, or terminate related contracts, and prioritize the procurement of gantry cranes, thereby expediting the procurement process for three new STS gantry cranes, recognizing the critical nature of this procurement in maintaining the operational efficiency, safety, and strategic readiness of the Port Authority of Guam; and be it further

**RESOLVED**, that the General Manager shall pursue all available funding avenues, including but not limited to federal grants, loans, and partnerships, to ensure the timely acquisition of these gantry cranes in alignment with U.S. national security policies and the strategic interests of the PAG and its stakeholders, however, if Port funds or any funds whereby no geographical restrictions exists, i.e., Buy American or Do Not Engage with the Enemy Clause,” then the General Manager is statutorily bound to proceed accordingly; and be it further

**RESOLVED**, that STS gantry cranes that are needed at the Port are defined as 50-foot gauge Panamax STS gantry cranes and in the procurement of these critically important assets, the total cost shall include, but not be limited to: crane design specifications; storm tie-down and stowage pin socket design and construction; rail and wharves analysis, design and construction; manufacturing plant quality and control inspection and oversight; crane manufacturer and sea-fastening calculation reviews; testing and commissioning; and freight charges; and be it further

**RESOLVED**, that this procurement is deemed an urgent priority, given the geopolitical significance of Guam’s location and the critical role the Port plays in supporting military readiness in the context of the Department of Defense’s Indo-Pacific Strategy and the Pacific Deterrence Initiatives; and be it further

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

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF  
DIRECTORS THIS 25<sup>th</sup> DAY OF APRIL, 2024.**

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**CHAIRPERSON, BOARD OF DIRECTORS  
PORT AUTHORITY OF GUAM**

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**SECRETARY, BOARD OF DIRECTORS  
PORT AUTHORITY OF GUAM**

**BOARD OF DIRECTORS**

*Chairperson*

*Vice Chairperson*

*Board Secretary*



**Resolution No. 2024-02**

**RELATIVE TO ADOPTING THE “2024 LOOK AHEAD” PLAN: A RESOLUTION FOR SUSTAINABILITY, SECURITY, AND STRATEGIC GROWTH AT THE PORT AUTHORITY OF GUAM.**

**BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PORT AUTHORITY OF GUAM:**

**WHEREAS**, the Port Authority of Guam is integral to the economic and national security interests of Guam and the broader Indo-Pacific region, necessitating a forward-looking and strategic approach to address current and future challenges; and

**WHEREAS**, the “2024 Look Ahead” document underscores the development of a Medical Complex, Integrated Healthcare System for Guam and the region, as part of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio’s initiative to enhance healthcare infrastructure in line with the One Guam approach, emphasizing the importance of modernizing the public hospital’s infrastructure, related medical services, and incorporating a veterans’ facility as a priority concern; and

**WHEREAS**, the ongoing military buildup and the imperative for substantial federal investment highlight the need for a strategic framework that aligns with the One Guam approach, focusing on national security, skilled labor development, and robust civilian infrastructure as core priorities; and

**WHEREAS**, the comprehensive strategic framework prioritizes the enhancement of port infrastructure, operational efficiency, and the professional development of all Port employees; and

**WHEREAS**, environmental sustainability is a cornerstone of the “2024 Look Ahead” plan, emphasizing initiatives such as the Port Sustainability Plan to minimize the ecological footprint, manage waste effectively, and pursue funding opportunities for sustainable operations, in alignment with the overarching goals of reducing carbon emissions and enhancing energy efficiency; and

**WHEREAS**, key initiatives outlined in the Port Authority’s 2023 Master Plan, including the replacement of Ship-to-Shore (STS) Cranes, Fuel Piers, and Wharf, alongside significant IT improvements, are critical for supporting the military buildup and ensuring the Port’s operational excellence; and

**WHEREAS**, the empowerment and well-being of all Port employees are central to the Port’s operational efficiency, advocating for professional development, safety, and fair labor practices in alignment with the Collective Bargaining Agreement; and

**WHEREAS**, financial stability, accountability, and transparency are underscored as vital principles guiding the Port’s operations, ensuring integrity, trust, and responsible governance; and

**WHEREAS**, ongoing collaboration with Customs for cargo inspection and the monitoring of boat operators at Marinas is essential for maintaining high levels of safety and efficiency in cargo processing, thereby enhancing security and facilitating trade; and

**WHEREAS**, the focus on customer service digitization and community engagement through the Port Community Portal aims to strengthen relationships with port users and stakeholders, improving service delivery and promoting operational transparency; now therefore, be it

**RESOLVED**, that the Board of Directors of the Port Authority of Guam hereby adopts the “2024 Look Ahead” plan as the guiding framework for the Authority’s strategic direction, operational priorities, and key initiatives for 2024 and beyond, reflecting a comprehensive commitment to national security, infrastructure enhancement, environmental sustainability, healthcare improvement, and the professional growth of its workforce; and be it further

**RESOLVED**, that this Board hereby memorializes its unwavering commitment to the principles of sustainability, resilience, and environmental stewardship, recognizing these as foundational pillars in the “2024 Look Ahead” plan. We commit to implementing sustainable practices, pursuing green initiatives, and engaging in actions that protect and enhance our environment for future generations. This commitment is reflective of our dedication to the well-being of our community, the preservation of our natural resources, and the promotion of a sustainable economic future for the Port of Guam and its surrounding region; and be it further

**RESOLVED**, that the Board directs the General Manager and all relevant departments and personnel to diligently implement the strategies, initiatives, and projects outlined in the “2024 Look Ahead” plan, ensuring that the Port Authority of Guam continues to be a pivotal contributor to our island’s prosperity, security, and sustainability; and be it further

**RESOLVED**, that the Chairperson certify, and the Secretary attest to, the adoption hereof, and that copies of the same be transmitted to Governor Lou Leon Guerrero; Lt. Governor Joshua Tenorio; Speaker Therese Terlaje; Port’s Legislative Oversight Chairperson Senator Amanda Shelton; and the 37th Guam Legislature.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF DIRECTORS THIS 25<sup>th</sup> DAY OF APRIL, 2024.**

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**CHAIRPERSON, BOARD OF DIRECTORS  
PORT AUTHORITY OF GUAM**

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**SECRETARY, BOARD OF DIRECTORS  
PORT AUTHORITY OF GUAM**

# PORT AUTHORITY OF GUAM

## A Look Ahead at 2024



# LOOK AHEAD

# 2024

The Port Authority of Guam's 2024 Look Ahead is our guiding roadmap. While we have kept pace with current demands, we continue to face significant challenges, particularly due to the ongoing military buildup that requires substantial federal investment. This document will be our essential tool in maintaining a focused approach to overcoming challenges.

# 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*):

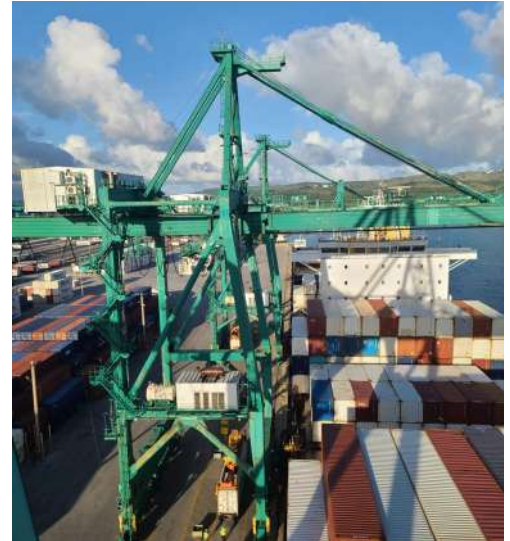
- Medical Complex, Integrated Healthcare System for Guam and Region: Ensuring healthcare facilities in Guam are equipped to provide excellent care, including modernizing the public hospital's infrastructure and related medical services and incorporating a veterans' facility.
- Efficient Transportation 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.



# Port's 2023 Master Plan

## Priority Initiatives

- **STS Crane Replacement:** The three operational Ship-to-Shore (STS) Gantry Cranes have reached the end of their 40-year lifespan (with a mid-life refit) and require immediate replacement. This is crucial to support the military buildup and ensure continued commercial and military usage.
- **Fuel Pier Replacement:** The Port currently operates two vital fuel piers, Golf Pier and F1 Pier, which serve as the primary fuel source for Guam residents, Guam Power Authority (GPA), and a secondary source for the military. Due to their critical condition, these facilities need urgent replacement to prevent costly and disruptive service interruptions.
- **Hotel Wharf and Access Roadway Rehabilitation and Upgrade:**



- This project involves the reconstruction and expansion of a wharf constructed in 1948, including a new sheet pile bulkhead retaining wall, along with upgrades to the existing access roadway leading to the wharf. The project also encompasses the demolition of surface facilities and the construction of additional structural components.



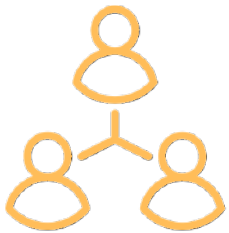
- **Wharf Replacement:** The Port's operations at Berths F2 through F6 handle containers, general cargo, and bulk cargo. These berths, dating back to the 1960s, have exceeded their useful life, making them susceptible to earthquake damage. Continuing to operate them necessitates costly service life extensions. To ensure future resiliency, it is imperative to harden these facilities by replacing deteriorated structural elements and upgrading the overall structures.
- **Area A Fuel Storage Facility Rehabilitation/Upgrade:** This initiative involves the replacement of above-ground fuel storage tanks and related infrastructure. It aims to create an ideal secondary/alternate fuel depot to support the anticipated fuel capacity requirements of DOD in the Indo-Pacific Theater.
- **IT Improvements:** This includes upgrading the Terminal Operating System (TOS), developing IT Infrastructure, and creating Cyber Security roadmaps to enhance the Port's efficiency and security. These improvements will facilitate better collaboration with DOD and port users.
- **Port Buildings Demolition & Replacement:** The plan involves demolishing buildings from the 1960s that have exceeded their useful life. Replacement structures will be developed to accommodate current and future functions.

Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio have emphasized the importance of upgrading the Port for national security reasons. These upgrades align with the goals in their strategic framework and are in step with the U.S. Indo-Pacific Strategy and Pacific Deterrence Initiatives. This plan highlights Guam's vital role in the Indo-Pacific region and the need for updated infrastructure to support both our commercial and defense activities. These improvements, including the Port upgrades and projects like the proposed integrated medical complex in Guam, are all being planned with national security as a key consideration.



Given the Port's crucial role, it is imperative that federal spending aligns with and supports the key issues identified in the Governor and Lt. Governor's Strategic Framework presented in a One Guam approach to the military buildup.

## 2024 ROADMAP



### **Port Strong: Empowering ALL Port Employees with Succession Planning for Success, Resilience, and Operational Efficiency**

Our top priority is the well-being, professional development, and operational efficiency of every Port employee, whether they are working on the dockside or in administrative roles. We are committed to fostering equal opportunities for skill development and career growth, with a focus on promoting from within whenever possible. Ensuring the safety of our



team is paramount. To achieve this, we maintain a proactive stance, regularly updating our safety protocols, keeping staff certifications up to date, and continuously pursuing training and development opportunities, including in areas of emergency preparedness and response.



As part of our ongoing efforts to maintain operational efficiency, we remain committed to optimizing personnel scheduling in strict accordance with the Collective Bargaining Agreement, the Port's Personnel Rules and Regulations, and all applicable laws. This commitment includes ensuring equitable scheduling for our employees, balancing both regular time off and necessary overtime work. Our focus is on providing fair opportunities for everyone to have days off and to earn overtime, ensuring a just and balanced work environment for all. Additionally, we are focused on implementing effective succession planning at all levels within the organization, to ensure a resilient and sustainable future for the Port.



## Sustained Financial Stability and Accountability

Our commitment to long-term success and resilience is realized through meticulous strategic decision-making, characterized by collaboration, consensus-building, and a bottom-up approach whenever possible. We continuously seek ways to secure the financial stability of the Port. This commitment extends to maintaining a strong dedication to transparency and accountability in all operational and financial transactions.

By seamlessly integrating transparent practices and accountability into our strategic decision-making and financial management, we uphold the highest standards of integrity and foster trust with stakeholders. This trust forms the foundation of our sustainable growth and the support we receive from the community. It also plays a key role in maintaining our low-risk auditee status, which we have proudly earned since 2019.

As we move forward, our unwavering commitment to strategic decision-making, financial stability, transparency, and accountability remains steadfast, ensuring a positive future for both the Port as well as the local and regional communities we serve.



## Continued Partnership in Upholding Customs Cargo Inspection at the Port of Guam and Monitoring of Boat Operators at Marinas

We remain dedicated to our ongoing collaboration with Customs in supporting their essential mandate for cargo inspection at the Port Authority of Guam and monitoring of all boat operators at the Marinas. This partnership ensures the thorough and efficient inspection of cargo, fully compliant with all relevant regulations and security protocols.

By working together seamlessly, we facilitate the smooth flow of goods while upholding the highest standards of safety and security. This collaborative effort not only benefits the Port by ensuring timely cargo processing but also plays a crucial role in preventing the entry of illegal drugs, invasive species, and other contraband into our borders. This commitment significantly contributes to the overall well-being and prosperity of Guam.

Our continued dedication to this partnership underscores our shared responsibility for the safety and security of our island communities and the efficient operation of trade in our region. Together, we wholeheartedly support Customs in their vital role in safeguarding our island and its interests.





## Port Users Group, Customer Service, Digitization, and Community Engagement: Enhancing Relationships and Service through the Port Community Portal

Our commitment goes beyond infrastructure upgrades; we prioritize addressing the concerns of the Port Users Group whenever practicable, pride ourselves in excellence in customer service, and community engagement. We strive to foster strong relationships with shipping companies, its shipping



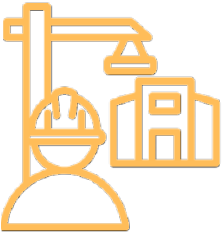
agents, the Port Users Group, and various stakeholders, recognizing their pivotal role in keeping what it takes to keeping the supply chain moving in and out of Guam and our region.

To further strengthen these relationships and enhance service delivery, we are embarking on a digitization journey that includes the development of a Port Community Portal. This digital platform will serve as a central hub for communication and collaboration, providing our partners with real-time access to information, data, and resources related to Port activities.



Our focus on improving customer service ensures that we efficiently and effectively meet the needs of our partners through digital channels and streamlined processes. This emphasis on building strong partnerships, coupled with the power of digitization, contributes to the sustainable growth of the Port, fostering a positive impact on the local and regional economy. Furthermore, our dedication to community engagement underscores our commitment as responsible corporate citizens. We work collaboratively with our neighbors and stakeholders through the Port Community Portal to address concerns, promote transparency, and ensure that our operations benefit both our local and regional communities.





## Outlook on 2024 Federal Spending for Port Infrastructure and Container Yard Equipment

The Port's 2024 budget outlines several key federal grant projects and yard equipment purchases, totaling \$40.2 million in the Capital Improvement Program (CIP). These investments include:

1. F1 to Golf Pier Fuel Connectivity
2. DERA Tractor Replacement
3. MARAD AMHP Acquisition of Specialized Container Yard Equipment
4. PSGP Acquisition of Transportation Worker Identification Credentialing (TWIC) System
5. PSGP Acquisition of Vessel Tracking/Radar Intrusion System
6. PSGP Acquisition of Two Unmanned Aerial Vehicles
7. Wharves Service Life Extension from F1 to F6
8. Welding Shop Repairs and Upgrades

These strategic allocations aim to enhance port infrastructure and yard capabilities while ensuring compliance with the latest security and operational standards.





## Embracing Sustainability: Pursuing USEPA Inflation Reduction ACT Funding and Other Grant Funding Opportunities to Transform Port Operations

The Port Sustainability Plan, slated to begin in the first quarter of 2024, places a strong emphasis on environmental sustainability and responsibility as its core objectives. It clearly solidifies the Leon Guerrero/Tenorio's, in conjunction with the First Gentlemen's Zero Waste Task Force, unwavering commitment to minimizing its ecological footprint, mitigating environmental impacts, and championing responsible practices throughout its operations. This comprehensive plan encompasses a wide array of strategies designed to enhance energy efficiency, reduce emissions, manage waste effectively, and preserve natural resources.

Through the implementation of these environmentally sustainable initiatives, the Port not only ensures the protection of the environment, but also actively contributes to the well-being of the community while working towards a more sustainable future for all stakeholders.



To further these goals, the Port has successfully secured a grant from OLCC, enabling the commissioning of a Port Sustainability and Resiliency Study. This collaborative effort, spearheaded by the Port's owner agent WSP, together with its subconsultant, Jacobs Engineering Group Inc., encompasses various critical analyses. These analyses are aimed at crafting a comprehensive plan for the Port Authority of Guam (PAG) that seamlessly aligns with Guam's broader sustainability initiatives.



The study encompasses several pivotal tasks, including:

- **Zero Emissions:** This task entails a thorough review of Guam's Zero Emissions Strategy, the identification of the Port's current emission reduction initiatives, and



### The Guam Green Growth Action Framework

is focused on five categories of action and organized into five working groups.

Explore by clicking on each working group:



**Healthy and Prosperous Communities**



**Educated, Capable and Compassionate Island**



**Sustainable Homes, Utilities and Transportation**



**Thriving Natural Resources**



**Sustainable Alliances**

the quantification of future climate change requirements that may impact Port improvements. Additionally, it establishes a baseline estimate of the Port's greenhouse gas emissions.

- **Zero Waste:** This aspect centers on a comprehensive review of Guam's Zero Waste Master Plan. It identifies Port-related initiatives, such as Recycling Enterprise Zones, and explores potential waste streams that could be effectively managed at the Port. The task also involves research into best practices for waste management and collaborative brainstorming with PAG experts to devise zero waste initiatives.
- **Property Identification:** The identification of properties owned by PAG that are suitable for hosting Zero Waste Facilities, along with the identification of additional property requirements for future waste management initiatives.
- **Strategy Development:** This task focuses on formulating a strategy for implementing Zero Waste improvements under the leadership of PAG. It includes the development of a conceptual framework for a Recycling Enterprise Zone, drawing from the success of similar initiatives elsewhere. The strategy encompasses various elements, such as securing and developing properties for a Recycling Enterprise Zone, creating a commercial lease agreement, piloting zero-waste initiatives, and exploring the feasibility of collecting advanced disposal fees for targeted priority products.

Upon the completion of both the Zero Emissions and Zero Waste plans, these studies will be seamlessly integrated into a single, comprehensive Port Sustainability and Resiliency Plan Report. This significant undertaking underscores the Port's steadfast commitment to reducing carbon emissions, embracing sustainable practices, and actively participating in the preservation of Guam's environment and marine ecosystem.

Moreover, by undertaking these studies and engaging in sustainability initiatives, the Port not only showcases its dedication to environmental stewardship, but also enhances its qualifications for funding from the USEPA Inflation Reduction Act (IRA) and other grant programs. These activities are crucial in accessing funds that will modernize Port operations and align them with the goals of the USEPA IRA grant program.



# OUR COMMITMENT

As we look towards 2024, the Port Authority of Guam stands at a pivotal juncture, poised to embrace the challenges and opportunities that lie ahead. Our comprehensive strategic plan, in alignment with the vision of Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio, is designed to enhance our capabilities and address key concerns in national security, infrastructure, healthcare, and environmental sustainability.

We acknowledge the substantial efforts and dedication of every team member, whose resilience and commitment have been instrumental in overcoming past challenges and setting the stage for future success. Moving forward, we remain focused on maintaining operational efficiency, fostering professional development, and ensuring the safety and well-being of all employees.

Our unwavering commitment to collaboration, financial stability, accountability, and transparency will continue to guide our actions. This dedication is crucial in ensuring that the Port Authority of Guam continues to fulfill and exceed the expectations of our local and regional communities, employees, port users, and all stakeholders.

**Si Yu'os Ma'åse** for your unwavering support and dedication to our shared goals and vision. Together, we are Port Strong ready to navigate the future with confidence and determination.



**RORY J. RESPICIO**  
General Manager







Acting Gov. Joshua Tenorio, third from left, joins senators and other dignitaries in recognizing Port Authority of Guam retirees, including Frankie R.J Cruz, fourth from left, who was a port transportation supervisor for 35 years, during the celebration of the 48th anniversary of the Jose D. Leon Guerrero Commercial Port of Guam on Oct. 16, 2023. ERIKKA LLORENTE/PDN

# Port celebrates 48 years

**Pacific Daily News**

A crowd gathered to join the management and staff of the Jose D. Leon Guerrero Commercial Port of Guam in marking the institution's 48th anniversary on Oct. 16 at the port.

A parade of trucks and a Port Week opening ceremony kicked off the celebration organized by the Port Authority of Guam.

The port also put on display some of its new equipment.

The port was established on Oct. 31, 1975 as a public corporation and autonomous instrumentality, naming it the Port Authority of Guam. On its 48th year, it has a total of 382 employees.



The Jose D. Leon Guerrero Commercial Port of Guam front gate on Oct. 16, 2023. ERIKKA LLORENTE/PDN

guampdn.com

THE PACIFIC DAILY NEWS

Wednesday, October 18, 2023

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Acting Gov. Joshua Tenorio joins the Guam Police Department and other dignitaries and guests during the "Stand Ye Guamanians" anthem at the celebration of the 48th anniversary of the Jose D. Leon Guerrero Commercial Port of Guam on Oct. 16, 2023. ERIKKA LLORENTE/PDN



A parade of trucks helps kick off the celebration of the 48th anniversary of the Port of Guam on Oct. 16, 2023. ERIKKA LLORENTE/PDN



A parade of trucks helps kick off the celebration of the 48th anniversary of the Port of Guam on Oct. 16, 2023. ERIKKA LLORENTE/PDN



Jose D. Leon Guerrero Commercial Port



## GET IN TOUCH WITH US!



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**BOARD OF DIRECTORS**

*Chairperson*  
*Vice Chairperson*  
*Board Secretary*



**Resolution No. 2024-03**

**RELATIVE TO ADVANCING SUSTAINABLE ENERGY BY FORMALLY REQUESTING THE CONSOLIDATED COMMISSION ON UTILITIES (CCU) TO FACILITATE STRATEGIC LIQUEFIED NATURAL GAS (LNG) INTEGRATION AND ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG)-FOCUSED COLLABORATION WORK SESSIONS BETWEEN THE PORT AUTHORITY OF GUAM AND THE GUAM POWER AUTHORITY.**

**BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PORT AUTHORITY OF GUAM:**

**WHEREAS**, the Port Authority of Guam (PAG) champions sustainable development, adhering to high standards of environmental stewardship, social responsibility, and governance (ESG), as outlined in the Port 2023 Master Plan and reinforced in the comprehensive Sustainability Study; and

**WHEREAS**, the PAG Board enacted a Sustainability Portfolio through Board Resolution No. 2022-15, with Board Member Conchita Taitano leading crucial sustainability and ESG initiatives, highlighting the Authority's dedication to clean energy, community engagement, and transparent, accountable governance; and

**WHEREAS**, the development by the Guam Power Authority (GPA) of a new 198-megawatt power plant capable of utilizing either ultra-low sulfur diesel or LNG from imports is pivotal for achieving Guam's sustainability and ESG objectives, essential for the modernization of Guam's energy infrastructure, contingent upon regulatory consents; and

**WHEREAS**, the "Evaluation of Potential LNG Receiving, Storage, and Delivery Facilities" study conducted by the GPA, assessing the feasibility of LNG infrastructure in alignment with ESG principles, marks a forward-looking approach to fuel diversification; and

**WHEREAS**, the Consolidated Commission on Utilities (CCU) oversees GPA and its strategic initiatives, including the shift towards more sustainable and socially responsible energy sources; and

**WHEREAS**, comprehensive planning and collaboration between the PAG and GPA, facilitated by the CCU, integrating ESG considerations, are crucial for the successful integration of LNG, necessitating in-depth discussions with the LNG supplier, community engagement, and consideration of environmental impacts.

**NOW, THEREFORE, BE IT RESOLVED**, that the PAG hereby requests the CCU to orchestrate strategic dialogue and collaboration between the PAG and GPA on the incorporation of LNG and infrastructure planning with a strong emphasis on ESG principles. This includes:

1. Initiating in-depth discussions with the LNG supplier to understand infrastructure requirements, focusing on environmental sustainability, social impact, and governance transparency;
2. Facilitating community engagement and participation in the planning process, ensuring the social welfare and informed consent of Guam's residents;
3. Guaranteeing that LNG integration efforts are in alignment with the Sustainability Portfolio and adherence to ESG criteria, under the leadership of Board Member Conchita Taitano;
4. Addressing infrastructural, regulatory, and economic necessities with a comprehensive ESG approach, crucial for the successful adoption of LNG;
5. Constituting a specialized task force, led by Board Member Conchita Taitano for the PAG, to meticulously oversee the strategic execution of LNG projects and sustainability initiatives, with a focus on ESG outcomes; and

**BE IT FURTHER RESOLVED**, that PAG General Manager Rory J. Respicio is mandated to furnish periodic briefings to the Board on all ESG-related developments pertinent to this resolution, ensuring a continuum of transparency, accountability, and enlightened governance; and

**BE IT FURTHER RESOLVED**, that the Chairperson certify, and the Secretary attest to, the adoption hereof, and that copies of the same be transmitted to Consolidated Commission on Utilities and Guam Power Authority General Manager John Benavente.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF DIRECTORS THIS 25<sup>th</sup> DAY OF APRIL, 2024.**

**CHAIRPERSON, BOARD OF DIRECTORS  
PORT AUTHORITY OF GUAM**

**SECRETARY, BOARD OF DIRECTORS  
PORT AUTHORITY OF GUAM**

**BOARD OF DIRECTORS**

*Chairperson  
Vice Chairperson  
Board Secretary*



**Resolution No. 2024-04**

**RELATIVE TO PETITIONING THE PUBLIC UTILITIES COMMISSION (PUC) FOR THE APPROVAL OF THE AWARD TO AMERICAN MATERIAL HANDLING FOR THE PURCHASE OF NINE (9) TERMINAL YARD TRACTORS.**

**BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PORT AUTHORITY OF GUAM:**

**WHEREAS**, the Port Authority of Guam (PAG) previously awarded a contract to American Material Handling for an initial four (4) Terminal Yard Tractors under a Diesel Emissions Reduction Act (DERA) grant through U.S. Environmental Protection Agency (U.S. EPA), because American Material Handling, whose manufactured item meets the requirements set forth for these Terminal Yard Tractors under the Build America, Buy America Act (BABAA) and the terms and conditions of the federal funding; and

**WHEREAS**, on February 19, 2024, the Port Authority determined the need for an additional nine (9) Terminal Yard Tractors, and a grant award with funding share of 80/20 was provided by the Maritime Administration (MARAD) under Grant Number: 693JF72340007; and

**WHEREAS**, the Build America, Buy America Act is applicable to all purchases made with federal award funds granted to all non-federal entities, including the Port Authority of Guam; and

**WHEREAS**, the Maritime Administration granted a special condition allowing for procurement of the additional nine (9) tractors from the same vendor under the Federal GSA Multiple Award Schedule (MAS). This purchase has been determined by MARAD to be compliant with the “Buy American Act as required”; and

**WHEREAS**, the U.S. EPA, MARAD, and the PAG have determined that there is only one vendor, American Material Handling, whose manufactured item meets the requirements set forth for these Terminal Yard Tractors under BABAA; and

**WHEREAS**, it was determined that the only qualifying responsible and responsive bidder for the Terminal Yard Tractors was American Material Handling with a price of One-Million, Seven Hundred Ninety-One Thousand, Three Hundred Twenty-Seven Dollars and Zero Cents (\$ 1,791,327.00); and

**WHEREAS**, the Port Authority Board of Directors at its regular meeting of April 25, 2024 approved the contract award to American Material Handling; now therefore, be it

**RESOLVED**, that the Port Authority Board of Directors authorizes Management to petition the Public Utilities Commission (PUC) to review and approve the contract award to American Material Handling in accordance with PAG Docket 09-01 Contract Review Protocol for the Port Authority of Guam; and be it further

**RESOLVED**, that the Chairperson certify, and the Secretary attest to, the adoption hereof, and that a copy of this resolution be sent to the Public Utilities Commission.

**PASSED AND ADOPTED UNANIMOUSLY BY THE BOARD OF DIRECTORS THIS 25<sup>th</sup> DAY OF APRIL, 2024.**

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**CHAIRPERSON, BOARD OF DIRECTORS  
PORT AUTHORITY OF GUAM**

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**SECRETARY, BOARD OF DIRECTORS  
PORT AUTHORITY OF GUAM**



**PORT OF GUAM**  
 ATURIDAT I PUETTON GUAHAN  
 Jose D. Leon Guerrero Commercial Port  
 1026 Cabras Highway, Suite 201, Piti, Guam 96915  
 Telephone: 671-477-5931/35 Facsimile: 671-477-2689/4445  
 Website: www.portguam.com



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

<b>BOARD OF DIRECTORS PORT AUTHORITY OF GUAM</b>	
<b>Board Policy Memorandum No. 2014-01</b>	Subject: <b>Credit Card Policy</b>
Approved by the Board: September 24, 2014	Effective Date: September 24, 2014
Revision Date: April 25, 2024 February 12, 2019	
Approved by:  Chairperson, Board of Directors	

**I. PURPOSE.** The Port Authority of Guam (PAG) recognizes the need to establish and implement procedures/internal controls for the use of the Port Credit Card for online (local/abroad) purchases in relation to PAG business, such as, but not limited to, membership dues, subscription, airfare, and/or registration, subject to the approval of the General Manager.

The purpose of this policy is to standardize the process and ensure accountability in the use of public funds expended.

**II. CREDIT CARD LIMITATION.** Funding for this purpose is subject to the spending limits as identified in the Port Authority’s fiscal year budget as approved by the Board of Directors.

**III. NAMED CARDHOLDER.** As the banking or commercial lending institution requires a ‘named person’ for purposes of establishing a credit card account, the Board of Directors shall designate the General Manager of the Port Authority of Guam with the responsibility for proper use, care, purchasing and handling of such credit card services.

**IV. PROCEDURES**

1. Requestor must complete a pre-numbered Credit Card Disbursement Authorization form provided by the Finance division and include the specific goods or services, justification, funding account number, and the cost of the item. (All supporting documents must be attached.)
2. The Credit Card Disbursement Authorization form is routed to the following divisions for clearance and approval:
  - a. Budget office for clearance;
  - b. Finance division for certification of funds by the Chief Financial Officer or his designee; and
  - c. Approval by the General Manager.

3. Once all required signatures are obtained, the credit card disbursement authorization form along with supporting documents is submitted to the Finance Representative for final review and processing.
4. Final transaction on credit card purchase is then performed with an authorized representative and requestor. Once completed, an official payment receipt shall be submitted to the Finance Representative. Authorized representative includes personnel from the General Manager's office or the Finance Division.

**V. REPORTING REQUIREMENT.** The Finance division shall provide the Chief Financial Officer, and Deputy General Manager, Administration & Finance every month with an itemized accounting of all credit card expenditures on purchased items to include balance remaining. A quarterly credit card transaction report shall be submitted to the Board of Directors.

**VI. SUSPENSION OF PRIVILEGE.** The Board of Directors possesses the discretion and authority to suspend any and all credit card transactions due to negligence, inappropriate use and careless conduct.

**VII. MISHANDLING.** In the event the designee or requestor inappropriately misuses or mishandles the use or privilege of the credit card service other than for its intended purpose, appropriate disciplinary action shall be taken in accordance with the Port's Personnel Rules and Regulations, or any laws applicable to Guam.



**PORT AUTHORITY OF GUAM**  
**ATURIDAT I PUETTON GUAHAN**  
**Jose D. Leon Guerrero Commercial Port**  
**GOVERNMENT OF GUAM**

**CREDIT CARD**  
**DISBURSEMENT AUTHORIZATION**

DOCUMENT NO.: \_\_\_\_\_ DATE: \_\_\_\_\_

<b>PAYEE:</b>		<b>VENDOR NUMBER:</b>
<b>PURPOSE:</b>		
<b>ACCOUNT NUMBER</b>	<b>AMOUNT</b>	<b>INVOICE NO.</b>
<b>TOTAL ESTIMATED AMOUNT:</b>		

*Note: Actual airfare charges with amount difference of \$100 from the quoted amount, is covered in this approval. If final amount is still more than this difference, a new authorization form needs to be filled out.*

**REQUESTOR**

- I certify that goods/services specified are proper as per the attached documents.
- I certify that a valid liability exists by reason of withholding, overpayment or deposit and that payment is proper as per the attached documents.

**Requested By:** \_\_\_\_\_  
Date

**BUDGET**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Account Number is Correct  | <input type="checkbox"/> Job Order Number is Correct | <input type="checkbox"/> Insufficient Funds |
| <input type="checkbox"/> Prior Reference is Correct | <input type="checkbox"/> Vendor Number is Correct    | <input type="checkbox"/> Sufficient Funds   |
| <input type="checkbox"/> Override is Authorized     |  |   |

**Budget Clearance:** \_\_\_\_\_  
Date

**Certification of Funds:**  
 \_\_\_\_\_  
 Jose B. Guevara Date  
 Chief Financial Officer

**Approved By:**  
 \_\_\_\_\_  
 Rory J. Respicio Date  
 General Manager

**RECEIVED & REVIEWED BY ACCOUNTS PAYABLE:** \_\_\_\_\_  
Date

# PORT AUTHORITY OF GUAM

## Travel Rules and Regulations



### BOARD POLICY MEMORANDUM NO. 2019 – 01

Effective Date: April 30, 2019

Revision: April 25, 2024

Adopted By PAG Board of Directors:

Board Chairperson





## MESSAGE FROM THE CHAIRPERSON

The **Port Authority of Guam (PAG) Travel Rules and Regulations** is a guide to how the PAG will conduct its financial management responsibilities in the planning, execution, reporting, and overall administration of all off-island travel funded by the Port through local or federal funds.

Off-island travel for various and fundamental reasons must support the PAG's vision of promoting economic initiatives and personnel development that will improve services and operations in a safe, efficient, and sustainable manner. Increased focus on networking and establishing partnerships, funding generation opportunities to increase capacity, and enhanced personnel knowledge and skills are justifiable reasons for undertaking long distance and foreign travel.

The PAG Travel Rules and Regulations ensures that employee travel is consistent with the fiduciary oversight and financial controls and accountability objectives of the PAG. It also ensures fair and equitable treatment of employees by defining procedures for authorized travel and guidelines for expenditures at PAG and federally funded events.

All previous policies hereto adopted relating to travel are hereby superseded by these rules and regulations.

Chairperson

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# PAG TRAVEL RULES AND REGULATIONS

## I. REFERENCES

- Title 5, Guam Code Annotated, Government Operations, Chapter 23, Government Travel Law
- Title 2, Grants and Agreements Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Subpart E - Cost Principles, § 200.474 – Travel Costs

## II. GENERAL

It is the policy of the Port Authority of Guam (hereinafter referred to as the “Port”) that all off-island travel funded by Port funds (local or federal) must be for the direct benefit of the Port to fulfill legitimate obligations to improve services and operations. Consistent with official travel policy, such travel must be programmed, budgeted, scheduled, approved by the General Manager, and reported at the Board of Directors’ regularly scheduled monthly meetings.

All personnel traveling off-island for the Port on official business shall be provided with funds sufficient for all allowable official business expenses. Travelers shall exercise the same care in incurring expenses that a prudent individual would perform if traveling on personal business. All off-island travel must be performed for the direct benefit to the Port or to accomplish an important and legitimate objective for the Port.

## III. PURPOSE AND SCOPE

The purpose of the PAG Travel and Rules and Regulations is to provide standard travel policies governing all off-island travel of employees, Management, Board members, consultants, and other authorized parties of the Port.

This document supersedes all previously adopted PAG travel rules and regulations and conforms to financial requirements and reporting of all PAG related expenses.

## IV. DEFINITIONS

- |    |             |   |
|----|-------------|---|
| A. | Port:       | Port Authority of Guam or Jose D. Leon Guerrero Commercial Port   |
| B. | Employee:   | Individual in the classified and unclassified position with Full Time employment at the Port                |
| C. | Management: | General Manager, Deputy General Manager - Operations, and Deputy General Manager - Finance & Administration |

## PAG TRAVEL RULES AND REGULATIONS

- D. Board: Members of the Port Board of Directors or Jose D. Leon Guerrero Commercial Port Board of Directors.
- E. Consultants: Individuals who have a contractual agreement or are employed by a company that has a contractual agreement with the Port to provide technical and/or professional services.
- F. Per Diem Allowance: The daily flat rate advanced to the traveler in lieu of actual lodging and meal expenses. Pursuant to PL 28-068, per diem rates shall be determined by reference to the Federal GSA per diem rates (Lodging + Meals and Incidental Expenses), which shall apply unless the General Manager expressly authorizes an exception from such rates. When lodging expense is otherwise paid or if no lodging expense is incurred, per diem rates shall only be calculated for meals and incidentals.

Per Diem Allowance shall include:

1. All meal charges;
2. Lodging + associated taxes;
3. Personal use of room during daytime;
4. Baths;
5. Tips to waiters, taxicab drivers, hotel employees, porters and others on vessels and foreign country hotels;
6. Communication expenses as it relates to official business (telephone, e-mail, facsimile, wireless communication);
7. Laundry and dry cleaning of clothes;
8. Hotel amenities - e.g., fans

The term "Lodging" does not include accommodations on airplanes, ships or trains, and therefore are not to be borne by the traveler from his per diem allowance.

- G. Travel Expense: Necessary expenses that are incidental to government travel, transportation between places of lodgings or businesses and where meals are taken.

Travel Expenses shall include:

1. Taxicabs;
2. Commercial car rentals;
3. Any other transportation when determined to be advantageous to the Port;

## PAG TRAVEL RULES AND REGULATIONS

4. Gasoline and oil;
5. Garage rental;
6. Per Diem of operator;
7. Ferriage, tolls, etc.

Travel expenses are not included in the lodging and meals allowance.

- H. Traveler: The individual traveling off-island on official business for the Port.
- I. Travel Authorization: Instrument utilized to initiate and approve a travel request.

### V. PERSONS AUTHORIZED TO TRAVEL AT PAG EXPENSE

The following individuals are authorized to travel at the expense of the Port while on official business and shall be approved as defined.

- A. Employees: Travel Authorization (TA) shall be approved by the General Manager.
- B. Management: Deputy General Managers – TA shall be approved by the General Manager.  
General Manager – TA shall be approved by the Board Chairman or his Designee.
- C. Board: Board Members – TA shall be approved by the Chairman or his Designee.  
Board Chairman – TA shall be approved by the Board Vice-Chairman or his Designee.
- D. Governor, Lt. Governor, Authorized Individuals: TA shall be approved by the Board Chairman or his Designee.
- E. Consultants: The PAG Travel Rules and Regulations shall apply to all authorized individuals rendering service to the Port.
- F. Dependents of employees while traveling incident to recruitment, termination, or home leave;

## PAG TRAVEL RULES AND REGULATIONS

Dependents are individuals who meet any one of the following criteria:

1. Spouse: Husband, wife, or common law:
2. Children:
  - \* Under the age of 19: unmarried children, step children, legally adopted children or children under legal guardianship.
  - \* Age 19 through 22: attending an accredited school, college, or university on-island.
  - \* Disabled: incapable of self-sustaining employment by reason of mental retardation or physical handicap. The employee must provide proof of total disability and dependence.

### VI. OFF-ISLAND TRAVEL

#### A. Authorization

Each off-island trip request shall be submitted in advance to the General Manager who will approve the travel and expenditure as necessary to the operation of the Port. Specific approval is required for each individual traveling employee. The approval shall include a determination that the expense is reasonable and necessary for the proposed trip.

#### B. Request For Travel

The process to request travel is as follows:

- i. Except for official emergency travel, all travel request must be submitted at least 30 days prior to scheduled departure date.
- ii. A memorandum of travel request shall be submitted to the General Manager for approval. The memorandum shall include justification for the travel including specific purpose and number of travelers.
- iii. The Human Resources Division shall prepare the Travel Request and Authorization Form (TA), coordinate the travel arrangements, submit proposed budget calculation identifying funding source (Port or Federal funds), and provide supporting travel documentation, inclusive of the following:
  1. Purpose;
  2. Destination – City, State;
  3. Dates;
  4. Travelers in Party;
  5. Air Fare Cost;
  6. Cash Advance Needed;
  7. Deposits and/or Registrations;
  8. Any other useful factors / data;
  9. Completed TA submitted for approval.

## PAG TRAVEL RULES AND REGULATIONS

- iv. The TA will be verified for cost and travel itinerary by Accounting section.
- v. Upon completion of review, the Human Resources Division finalizes the TA for further processing by Budget Officer, certified for payment by the Chief Financial Officer or his designee, and approval by the General Manager.

### C. Travel Status

An employee will be considered on travel status during his period of absence on official business away from the place at which such official business is transacted. Travel status begins with the departure of a commercial carrier from Guam on which the traveler has his regular place of business and terminates upon his return to Guam.

### D. Salary While on Travel Status

A traveler who is an employee of the Port shall receive his regular salary in addition to the per diem allowance or reimbursable expenses during the authorized travel period.

### E. Travel Time

The time considered as official travel shall be the time necessary to travel by air by the most direct route to and from the point or points specified in the travel authorization plus the time necessary to transact the required official business. Each traveler will be given one day to travel to his destination and an additional one day upon their return to Guam.

In cases where travel in route to the continental United States crosses the Pacific Time Zone, in addition to the abovementioned, one additional day will be given allowing the traveler to adjust and acclimate to the new environment for better alertness and comprehension during official business.

Every effort should be made to reserve complete flight schedules well in advance to avoid delays at transfer points.

### F. Type of Air Travel Authorized

Travel for authorized individuals shall be the most direct route on economy class. Authorized travel requires expenditure of government fund; therefore, Procurement rules and regulations will apply.

The Human Resources Division must contact three (3) travel sources to include on-line travel services and obtain written quotations, which are to be included in the travel authorization file. The Port must purchase the airfare ticket at the lowest acceptable quotation for economy class. General Manager-approved advance online tickets may be purchased using the Port's credit card provided it is the lowest quotation.

## PAG TRAVEL RULES AND REGULATIONS

Travelers are allowed to use their personal financial resources to purchase their TA-approved ticket quotation in advance to secure the lowest price provided by responding travel sources. Proof of purchase receipt must be submitted to the Finance Division for reimbursement.

Upgrades are allowable. However, they will be at the traveler's expense and will not be reimbursed by the Port.

G. Routing of Travel

All travel must be a usually traveled and most direct route. Travel tickets shall be for complete routes, inclusive of stopover privileges, whenever and wherever practicable, to minimize the cost of special or short-run trip, stopovers, or back-ticketing.

H. Indirect Travel

Indirect travel is authorized, provided that such travel is not an additional expense to the Port.

I. Recruitment, Termination, or Home Leave

1. **Travel Incident to Recruitment, Termination, or Home Leave:**  
An off-island employee is authorized one-way air transportation for him and his dependents for recruitment, termination, or home leave.
2. **Dependent Defined:**  
Dependents are those individuals who received more than fifty percent (50%) of their support from the traveler and who are considered members of the immediate family. (Refer to Section V.B). This does not include individuals who are gainfully engaged to work for the traveler.

## VII. TRAVEL ALLOWANCE

The traveler may elect to finance his trip with his own funds, or the Port will obtain tickets and cash advance, or a combination of both.

A. Per Diem Allowance

Prior to departure to approved travel destinations to engage in official business, the traveler shall receive an advance per diem allowance equal to the authorized number of travel days multiplied by the current per diem allowance rate provided by the Federal GSA, contained in the Joint Travel Regulations.



## PAG TRAVEL RULES AND REGULATIONS

The basic per diem allowance for travelers shall be as follows:

1. Per Diem Allowance Rate

a. Employee:

The advance per diem allowance is equal to the basic per diem rate (Lodging + Meals & Incidental Expenses) established in the Federal GSA for a destination multiplied by the number of travel days approved by the General Manager. Only the full amount of Meals & Incidental Expenses for that destination is authorized for the travel day on the return trip; excluding Lodging allowance.

In the event the actual lodging cost (hotel rate + associated taxes) exceeds the FED GSA lodging allowance for a specific destination, the advance allowance to the traveler will be the sum of the actual lodging cost and the FED GSA Meals & IE allowance multiplied by the number of travel days.

b. Management and Board of Directors:

The advance per diem allowance is equal to One Hundred and Twenty-Five Percent (125%) of the basic per diem rate (Lodging + Meals & Incidental Expenses) established in the Federal GSA for a destination multiplied by the approved number of travel days. Only the full amount of Meals & Incidental Expenses for that destination is authorized for the travel day on the return trip; excluding Lodging allowance.

c. Governor and Lt. Governor:

The advance per diem allowance is equal to One Hundred and Thirty Percent (130%) of the basic per diem rate (Lodging + Meals & Incidental Expenses) established in the Federal GSA for a destination multiplied by the number of travel days. Only the full amount of Meals & Incidental Expenses for that destination is authorized for the travel day on the return trip; excluding Lodging allowance.

2. Release of Per Diem

Advance cash allowance shall be issued to the traveler at a minimum of five (5) days prior to departure.

## PAG TRAVEL RULES AND REGULATIONS

### B. Per Diem When Leave is Taken

If leave of absence begins or terminates within the traveler's prescribed hours of duty, per diem allowance will terminate or begin at the same time. If leave of absence does not begin or terminate until after the traveler's prescribed hours of duty, the traveler will be regarded in travel status until midnight of the day in which the leave of absence begins and from 12:01 am of the day following the leave of absence.

A traveler will be considered to be in travel status on non-working day is immediately preceded and followed by leave of absence. Fractional leave of absence wholly within a day, where for half of the prescribed working hours or less, will be disregarded for per diem payment purposes; where it exceeds half of the prescribed working hours, no per diem will be allowed.

### C. Leave as a Result of Illness or Injury

Whenever a traveler takes leave of absence of any kind because of illness or injury not due to his own misconduct, the prescribed per diem shall continue for a period not to exceed 14 calendar days. The evidence filed with the Port under the provision of the annual and sick leave regulations shall accompany the travel voucher. The traveler shall refund the per diem allowance if he received no hospitalization under any statute and shall receive reimbursement under such statute for hospital expenses paid with personal resources.

## VIII. ALLOWABLE / UNALLOWABLE MISCELLANEOUS EXPENSES

### A. Allowable Miscellaneous Expenses

Reasonable travel related miscellaneous expenses include such items as:

1. Hotel Taxes
2. Business office expenses (copy services, postage, etc.);
3. Official taxicab fares and tips;
4. Excess baggage and the checking in, handling, and storing of such baggage;
5. Telecommunication costs;
6. Hire of automobiles and conveyance vehicles;
7. Actual cost of ferry fares, bridge, road, tunnel tolls, parking fees;
8. Other miscellaneous expenses that can be substantiated and supported by receipts and justification as it relates to official business.

### B. Unallowable Miscellaneous Expenses

1. Entertainment costs including amusement, diversion, and social activities;

## PAG TRAVEL RULES AND REGULATIONS

2. Fees for the use of fitness facilities;
3. Expenses related to vacation or personal days;
4. Loss or theft of personal funds or property;
5. Parking tickets or traffic violations;
6. Recreational expenses;
7. Spouse's or dependent's transportation, lodging, and meal expenses
8. Alcohol, cigarette, tobacco;
9. Other expenses that are not directly related to official business.

### C. Subsistence in Lieu of Per Diem

A traveler may request reimbursement of expenditures in lieu of per diem. Whenever this option is elected, the traveler shall provide receipts of all expenditures. The amount of subsistence allowance requested shall not be greater than one and one-half times his lodging including all taxes and levies.

For example: a room costing \$80.00 per night would establish a reasonable subsistence allowance rate of \$120.00 which is \$80.00 for lodging and \$40.00 for all other subsistence expenses including meals per day.

A combination of per diem and reimbursed expense is not acceptable. Employees should make their election early to be assured of obtaining all necessary receipts if the per diem method is not used.

At the time of issuing any cash advance or issue of approved TA, the Port will provide the traveler with copies of the travel regulations, expense report form and travel voucher which are due within 10 days following the return of official travel.

### D. Reimbursed Method

The Reimbursed Method will be applicable to travelers who chose the Subsistence Allowance in Lieu of Per Diem. Receipts must be obtained for all important costs incurred which are: hotel, meals, car rental and airline tickets.

As a wise procedure, receipts should be obtained for most expenses. As a practical matter, meals including tips can be charged to the hotel room which helps in record keeping of both large and smaller expenses incurred in the hotel. Receipts for incidental taxi and tips are not required when taxi drivers and airport limousine drivers are prepared to issue receipts.

Attaching paid receipts to the submitted travel voucher is a good practice that identifies the nature and amount of actual expenses, but does not, on its own result in a proper Port expense.

### E. Itinerary Method

The Itinerary Method is basically a per diem method of payment. No detail

## PAG TRAVEL RULES AND REGULATIONS

expense report needs to be filed for per diem-type (itinerary) expenses but paid travel tickets and car rental receipts evidencing the authorized travel.

When two or more travelers are on the same official business mission, each should incur, pay for, and report his own expense, and neither should pay for any part of the other traveler's expenses (meals, hotel, etc.) even though it is charged to a hotel bill or credit card.

### IX. TRAVEL REPORT

#### A. Travel Expense Report

Within 10 days following the return from official travel, the traveler may submit an itemized statement of account supported by receipts, an affidavit, or both, of actual expenses incurred for lodging, meals and travel expenses actually incurred on official business during the period of official travel. If the advances of the per diem allowance and travel expense allowance are less than the traveler's actual authorized expenses, then he shall be reimbursed for the amount his actual expenses exceeded the advanced allowances.

A traveler must sign his expense report and submit copies to the Finance Division for review and Human Resources for filing.

If a traveler does not submit a statement of account, then he shall not be paid any money in excess of the advance per diem allowance and travel expense allowance. If he received excessive advance allowance, he shall reimburse the Port the excessive amount at the time a travel expense report is submitted.

The Governor and Lt. Governor may be reimbursed for expenses incurred in hosting appropriate individuals while conducting official business for the Port. When seeking reimbursement, submission of an itemized statement of account of actual expenses incurred and a brief statement for the purpose of the meeting is required.

#### B. Travel Report

In addition to the reporting of travel expenses, the traveler is also required to submit a written statement concerning the training, conference, or meeting attended. Such report should include the major highlights and how some of those areas can be applied or useful to the Port. A copy of the report should be submitted to Finance and Human Resources Division for filing purposes with the Travel Authorization.

#### C. Failure to File Travel Reports

Reminder notices in the form of invoices will be given to each traveler at the end of each month for any unfiled or unsettled reports. Invoices will represent the traveler's open TA that remains outstanding. The TA identifies

## **PAG TRAVEL RULES AND REGULATIONS**

cash advances, tickets, fees, or other cash equivalents issued by the Port on behalf of the traveler. It shall be the responsibility of the Finance Division to issue such invoices to the traveler.

**D. Audit**

Approval and filing is a procedural step. The report is still subject to audit review and possible disallowance for personal items or reasonable expenses by the General Manager or his designee.

**E. Settlement**

Should the traveler incur expenses greater than the amount advanced by the Port, the Port will pay the traveler the short-fall. If the traveler opted for the Reimbursed Method and if the advances exceed the expenses, the traveler should reimburse the Port the excess funds.

### **X. INDIRECT TRAVEL AND DEPENDENTS**

Indirect travel and travel for dependents when accompanying travelers on official business other than travel provided under Section V.B may be authorized, provided that such travel is not any additional expense to the Port.

### **XI. MILEAGE ALLOWANCE**

Travelers authorized to travel at government expense shall, in accordance with the PAG Rules and Regulations and whenever such mode of transportation is authorized or approved as more advantageous to the Port, be paid in lieu of transportation a maximum personal vehicle allowance rate equal to the mileage reimbursement rate provided by the Federal government, contained in the Federal Travel Regulations, to its employees for the use of personal vehicles when engaged on official business.

### **XII. EMPLOYEE RESPONSIBILITIES**

- A.** Employees should use discretion when expending Port funds and ensure that expenditures are necessary and appropriate for meeting business needs;
- B.** Employees are expected to be familiar with, and follow, the policies and procedures specified in the PAG Rules and Regulations and ensure that all travel requirements are met prior to and immediately after the completion of travel for official business;
- C.** Employees are required to provide receipts for all expenses except in the case when the Itinerary Method (Per Diem Method) is opted;
- D.** Submit all travel expenses within the timeframes specified in Section IX.A.



**PORT OF GUAM**  
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Lourdes A. Leon Guerrero  
Governor of Guam  
Joshua F. Tenorio  
Lieutenant Governor

April 22, 2024

**MEMORANDUM**

To: Board of Directors

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

Subject: Request for Creation of Position – Environmental Compliance Administrator

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*Hafa Adai!* Your approval is being requested to authorize management to begin the creation of position for the Environmental Compliance Administrator and present the creation package to the Board for approval to begin the transparency process based on the following:

The Port serves as the only commercial seaport on the island of Guam and serves as the primary transshipment hub for other islands in the Southwest Pacific region, such as, Commonwealth of the Northern Marianas Islands, Federated States of Micronesia, Republic of Marshall Islands and Palau. Citizens of Guam and neighboring islands depend on the Port to provide essential goods, most notably food products, medical supplies, building materials and fuel. Currently, more than 90 percent of the total volume of goods and supplies needed to support activities flow through the Port. In addition, the U.S. military relies on the Port to handle nearly all of the military cargo and equipment moving in and out of Guam to support Defense community's needs.

With over 90% of containerized and breakbulk commodities passing through its wharves and the lifeline between Guam, the region and the rest of the world, it is critically important that the Port invests in initiatives to upgrade its infrastructure, facilities, equipment to achieve resiliency, ensure supply chain sustainability and enhance operational capacity and services.

Over the past decade, the Port has grown and evolved into a world-class commercial port and has had significant success, evidenced with the recent successful completion of the \$50 million Port Modernization Program, the recent ground-breaking for Hotel Wharf Rehabilitation Projects, and federal funding to repair Golf Pier and F-1 and F-6 wharves. As the Port moves forward with the development of its maintenance and capital improvement projects with partnership with U.S. Department of Defense's Indo-Pacific Strategy and Pacific Initiatives, there is a need to ensure compliance with federal and local statutes on environmental issues.

In 2018, the Port's Owner Agent Engineer, WSP, was tasked to evaluate compliance with applicable environmental, health, and safety (EHS) laws and regulations at the facilities owned by the Port Authority of Guam. For the last 4 years, WSP worked closely with the Environmental Compliance Specialist assigned under the Occupational Health and Safety Division to mitigate the specific regulatory deficiency and implement an abatement and mitigation strategy for each finding. The audit findings and mitigation efforts are being used to develop a comprehensive EHS program that will be compliant with all applicable EHS laws and regulations under Title 22 of the Guam Administrative Rules and Regulations; Title 40 Code of Federal Regulations (CFR); Title 20 CFR Sections 1910, 1917, and 1926 and U.S. Coast Guard Regulations.

Memo to Board of Directors

Subj: Request for Creation of Position – Environmental Compliance Administrator

April 22, 2024

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Typhoon Mawar hit Guam on May 24, 2023 and left behind a massive trail of destruction. Port employees worked tirelessly to get the Port back up and in three days the Agency was fully operational. Based on the assessment conducted by Engineering staff, it was determined that the estimated cost of \$9 million plus would be needed to repair or replace the Port facilities due to damages sustained.

To ensure the Port addresses and mitigates all environmental concerns as it embarks on the repair and maintenance of its facilities and be ready to receive cargoes related to the military build-up, there is a need to establish an Environmental Compliance Administrator position within the Port's Classification and Compensation Plan. The proposed position will administer the day-to-day activities of the Environmental Compliance Division and collaborate extensively with the local and federal government entities in promoting maritime industry sustainability and increasing maritime energy efficiency, thereby reducing both operating costs and the environmental footprint.

In light of the above, we are requesting your approval to allow management to proceed in the creation for the position of the Environmental Compliance Administrator position in the classified service.

Your approval is greatly appreciated. I am available for any questions you may have.



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

April 18, 2024

## **MEMORANDUM**

To: Rory J. Respicio, General Manager

From: Dorothy P. Harris, Acting Board Chairperson 

Subject: Annual Evaluation Review (January 2, 2023 to January 1, 2024)

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I am writing to provide feedback on your annual evaluation based on the insights gleaned from the Citizen-Centric Report, the MD&A submitted for FY 2023 for the Port Authority of Guam, and more importantly our frequent interactions to keep me updated regarding port happenings allowing me to provide you with my insight and guidance, especially during those times we were left without a quorum since September of 2023. Your performance as General Manager has been exemplary, and I commend you for your dedication and leadership in navigating the Port through various challenges and achieving significant milestones.

### *Operational Achievements:*

Your adept management has ensured the smooth handling of 1-2 million tons of cargo annually, underscoring the Port's crucial role in the regional supply chain. The notable growth in container throughput and efficiency improvements, such as the reduction in berth hours and increased container moves per hour, reflect your commitment to enhancing operational excellence.

### *Financial Performance:*

Your strategic financial management has resulted in a commendable operating revenue increase of 4.79% from FY21 to FY22, reaching \$57.70 million. Furthermore, the continued positive outlook from S&P Global Ratings underscores the Port's financial stability under your stewardship.

### *Strategic Growth:*

The implementation of the Master Plan update and the successful securing of federal funding for capital improvements highlight your forward-thinking approach and commitment to enhancing the Port's resilience and preparedness for future challenges.

### *Community and Environmental Engagement:*

Your efforts towards environmental sustainability, including zero waste initiatives and greenhouse effect mitigation, demonstrate your dedication to responsible stewardship and community engagement.

### *Challenges and Outlook:*

Despite challenges such as inflation and manufacturing delays, your proactive approach and focus on operational efficiency and strategic planning have positioned the Port for continued success.



*Executive Leadership and Governance:*

Your leadership, along with the support of the Board of Directors, Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio, has been instrumental in guiding the Port's strategic direction and operational achievements.

*Operational Improvements:*

Your leadership has facilitated significant improvements in operational efficiency and service quality, as evidenced by the handling of over 90% of the region's local goods and supplies.

*Customer and Employee Statistics:*

Your effective management of a diverse employee base and strong customer relations have contributed to the Port's success in serving its customers despite global challenges.

*Financial Stewardship:*

Your prudent financial management has ensured a positive financial outcome, with increased net position and balanced revenues against operating expenses.

*Future Projections and Strategic Initiatives:*

Your focus on strong Master Plan implementation and pursuit of funding opportunities bodes well for the Port's future growth and development.

*Brought National Recognition for the Port of Guam:*

Association of Government Accountants. Here is the write up read at the time you received this prestigious recognition:

*Under Rory J. Respicio's leadership, the Jose D. Leon Guerrero Commercial Port of Guam achieved financial excellence and heightened its strategic significance amid global geopolitical challenges. His guidance resulted in financial surplus, advanced systems, and recognition for transparency. The Port's resilience under Respicio's leadership is essential for regional trade and addressing broader geopolitical issues. With international trade routes gaining geopolitical importance, Guam's strategically positioned port, enhanced by modernization and financial efficiency, strengthens its role in the Asia-Pacific region. Respicio's diverse accomplishments, alongside his dynamic management team, encompass financial expertise, operational resilience, and strategic positioning, solidifying the Port Authority of Guam as a pivotal player in evolving geopolitical and trade dynamics.*

The biggest achievement of your performance during this period was the Port Authority of Guam's recovery after Typhoon Mawar. During the mid-year of your evaluation period, the island was hit by a Category 4 Typhoon Mawar on May 24, 2024. This was the first typhoon that would hit the island after 20 years. You, your management team and Port Strong Employees began preparing the facilities prior to the arrival of Typhoon Mawar—had you not done so we would have seen substantial damages to the facilities.

We and the people of Guam witnessed how you and Port Strong Employees sprang into action when the island was declared Condition of Readiness 4, to make sure the Port was open and provided services to the shipping vessels waiting outside of Apra Harbor for their port calls. The Port was able to service the vessels 3 days after the typhoon passed the island—this was a tremendous attainment compared to past incidents of typhoon recovery.

However, you did not stop there. Praises were received from medical, private and government organizations as to how you were able to collaborate with the petroleum companies in making sure fuel was provided to their establishments so they too can provide medical services to the people of Guam.

In conclusion, your remarkable leadership as General Manager has been a beacon of inspiration, guiding the Port through turbulent waters and towards unprecedented success. However, it is crucial to acknowledge that this achievement is not solely attributed to your individual efforts but is a testament to the collective dedication and hard work of our entire team. The unwavering support of the Deputy General Managers, the commitment of all divisions and division heads, and the relentless dedication of every Port employee have been integral in realizing our shared vision and goals. As we celebrate our achievements, let us also recognize and appreciate the invaluable contributions of each team member who has played a role in our journey. Together, we have demonstrated the power of unity, collaboration, and determination, and I have full confidence that with our cohesive team, we will continue to overcome challenges and achieve even greater heights in the future.



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

**GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM**

<b>Name of General Manager:</b>  <p align="center">Rory J. Respicio</p>	<b>Name of Reviewer/Title:</b>  <p align="center">Dorothy P. Harris, Acting Board Chairperson</p>
<b>Period Covered:</b>  From: January 2, 2023 To: January 1, 2024	<b>Date of Review:</b>  <p align="center">April 18, 2024</p>

**GENERAL INSTRUCTIONS:**

1. This form is to be used for initial and bi-annual performance evaluation for the General Manager. The performance evaluations are to occur six (6) months into the General Manager’s employment with the Port Authority of Guam and every twelve (12) months thereafter.
2. The ratings to be assigned by the Rater for each individual factor are indicated in Part I; for each individual Performance Objective in Part II; and for the Overall Rating in Part III.
3. The Performance Objectives and factors may be weighted at the Rater’s discretion.
4. The Reviewer is the Chairperson of the Board of Directors.

**PART I: CORE PERFORMANCE FACTORS**

1. The Board of Directors evaluates the General Manager’s proficiency in the following performance factors using a single rating on the following scale:

- A = Exceptional Performance
- B = Superior Performance
- C = Average Performance
- D = Acceptable Performance
- E = Needs Improvement

Performance Factors	Rater's Rating
<p><b>1. Leadership</b></p> <ul style="list-style-type: none"> <li>a. Displays courage, passion and caring in work.</li> <li>b. Sets a professional example.</li> <li>c. Motivates other to work toward common goals.</li> <li>d. Uses authority responsibly.</li> <li>e. Addresses problems proactively.</li> <li>f. Gains support and seeks buy-in-through participation of others.</li> <li>g. Demonstrates interest in professional growth of others.</li> <li>h. Shows good judgment and accepts ownership for decisions in areas of responsibility.</li> </ul> <p><u>Supportive Information:</u></p> <p>1a. Displays courage, passion, and caring in work:</p> <ul style="list-style-type: none"> <li>• Demonstrated during Typhoon Mawar response, where the GM led with determination and compassion, ensuring minimal disruption and maintaining the integrity of the supply chain—service to shipping vessels were done within 4 days after the typhoon passed the island.</li> <li>• Collaborated with the petroleum companies that private and government medical organizations be first priority in receding diesel fuel so medical treatment services are not disrupted to the people of Guam.</li> <li>• Shown through commitment to sustainability initiatives, reflecting a genuine concern for environmental stewardship and community well-being.</li> </ul> <p>1b. Sets a professional example:</p> <ul style="list-style-type: none"> <li>• The GM's strategic vision and modernization efforts set a high standard for professionalism within PAG and inspiring staff to strive for excellence. He understood the significant challenges the Port will be facing particular due to the ongoing military build-up, which motivated staff to update the Port Master Plan, develop specifications for STS cranes, demolish Port assets to free up valuable wharf space.</li> <li>• Active involvement in professional development activities serves as a model for continuous learning and growth.</li> </ul> <p>1c. Motivates others to work toward common goals:</p> <ul style="list-style-type: none"> <li>• Through effective communication and inclusive decision-making, the GM fosters a sense of shared purpose among team members, encouraging collaboration and synergy.</li> <li>• Implementing a succession plan to ensure leadership continuity amongst the ranks.</li> <li>• Recognition and rewards for good performance incentivize employees to contribute to the achievement of organizational objectives.</li> </ul> <p>1d. Uses authority responsibly:</p> <ul style="list-style-type: none"> <li>• Demonstrated through prudent financial management practices, ensuring transparency and accountability in budgetary decisions.</li> <li>• Decisive leadership during economic and natural disaster challenges reflects a balanced approach to exercising authority in times of crisis.</li> </ul>	<p style="text-align: center;"><b>A</b></p>

<ul style="list-style-type: none"> <li>• Ensured the disruption of employees and their families' livelihoods were minimized after the typhoon by providing them with the basic necessities, e.g., water, use of Port washer/dryers, purchasing of fuel, etc.</li> </ul> <p>1e. Addresses problems proactively:</p> <ul style="list-style-type: none"> <li>• Proactive measures taken in response to economic adjustments and natural disasters showcase the GM's ability to anticipate and mitigate potential issues before they escalate.</li> <li>• Regular engagement with stakeholders and employees enables early identification and resolution of operational challenges.</li> </ul> <p>1f. Gains support and seeks buy-in through participation of others:</p> <ul style="list-style-type: none"> <li>• The GM's collaborative approach to decision-making fosters trust and buy-in from stakeholders, enhancing organizational cohesion and effectiveness.</li> <li>• Emphasis on community engagement initiatives strengthens relationships with key stakeholders, garnering support for PAG's strategic initiatives.</li> </ul> <p>1g. Demonstrates interest in professional growth of others:</p> <ul style="list-style-type: none"> <li>• Investment in training and development initiatives underscores the GM's commitment to fostering the professional growth and advancement of employees.</li> <li>• Mentoring and coaching opportunities provide avenues for staff members to expand their skills and capabilities under the GM's guidance.</li> </ul> <p>1h. Shows good judgment and accepts ownership for decisions in areas of responsibility:</p> <ul style="list-style-type: none"> <li>• The GM's sound judgment and accountability are evident in the successful financial performance and operational resilience achieved under their leadership.</li> <li>• Willingness to accept responsibility for decisions, coupled with a proactive approach to problem-solving, instills confidence in stakeholders and employees alike.</li> </ul>	
<p><b>2. Commitment to the Port's Mission, Vision and Values</b></p> <p>2a. Articulates or shows appreciation for the importance of shared vision.</p> <p>2b. Demonstrates civility in relations with others.</p> <p>2c. Requires supervised employees to show civility in their relations toward others.</p> <p>2d. Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port.</p> <p>2e. Demonstrates consideration of the Port's values when making decisions. *(Diversity and civility are examples of University values to be considered.)</p> <p><u>Supportive Information:</u></p> <p>2a. Articulates or shows appreciation for the importance of shared vision:</p> <ul style="list-style-type: none"> <li>• The GM consistently emphasizes the significance of the Port's mission, vision, and values in all communications and interactions.</li> <li>• Through speeches, meetings, and written messages, the GM reinforces the importance of a shared vision, inspiring dedication and alignment among employees.</li> </ul>	<p><b>A</b></p>

2b. Demonstrates civility in relations with others:

- Interactions with employees, stakeholders, and community members reflect the GM's commitment to professionalism, respect, and inclusivity.
- By fostering a culture of civility and respect, the GM promotes positive relationships and enhances collaboration within the Port Authority of Guam.

2c. Requires supervised employees to show civility in their relations toward others:

- The GM establishes clear expectations for behavior and interpersonal conduct, ensuring that all employees adhere to principles of civility and respect.
- Through training programs and performance evaluations, the GM reinforces the importance of professional behavior and holds employees accountable for maintaining a respectful work environment.

2d. Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port:

- The GM actively engages in community events, industry forums, and strategic partnerships to advance the Port's mission and goals.
- By representing the Port in external initiatives and collaborations, the GM enhances the organization's visibility and promotes its role as a key contributor to economic and social development.

2e. Demonstrates consideration of the Port's values when making decisions:

- The GM consistently integrates the Port's core values, including integrity, accountability, and environmental stewardship, into decision-making processes.
- Strategic initiatives and operational policies reflect a commitment to ethical conduct, sustainability, and social responsibility, aligning with the Port's overarching values and principles.

**3. Management Practices**

3a. Demonstrates commitment to good customer services.

3b. Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility.

3c. Questions existing practices for continued relevancy.

3d. Effectively initiates and promotes necessary change in the areas of responsibility.

3e. Sets and enforces performance standards effectively.

3f. Recognizes and rewards good performance.

3g. Plans effectively and shows good project management skills.

3h. Shows awareness of "good practices" for areas of responsibility.

3i. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities.

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Supportive Information:

3a. Demonstrates commitment to good customer services:

- The GM prioritizes customer satisfaction and service excellence, implementing initiatives to enhance the overall customer experience at the Port Authority of Guam.

<ul style="list-style-type: none"><li>• Feedback mechanisms and service improvement initiatives are established to address customer needs and preferences effectively.</li></ul> <p>3b. Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility:</p> <ul style="list-style-type: none"><li>• The GM maintains constructive relationships with labor unions and employee representatives, fostering a collaborative and productive work environment.</li><li>• Effective communication channels are established to address employee concerns and facilitate resolution of labor-related issues in a timely and fair manner.</li></ul> <p>3c. Questions existing practices for continued relevancy:</p> <ul style="list-style-type: none"><li>• The GM encourages a culture of continuous improvement and innovation, regularly evaluating existing practices and processes to identify opportunities for enhancement.</li><li>• Initiatives for process optimization and efficiency gains are implemented based on thorough analysis and assessment of current practices.</li></ul> <p>3d. Effectively initiates and promotes necessary change in the areas of responsibility:</p> <ul style="list-style-type: none"><li>• The GM demonstrates proactive leadership in driving organizational change initiatives, championing innovation and adaptation to evolving industry trends and market dynamics.</li><li>• Change management strategies are implemented to ensure smooth transitions and minimize disruptions during periods of organizational transformation.</li></ul> <p>3e. Sets and enforces performance standards effectively:</p> <ul style="list-style-type: none"><li>• Clear performance expectations and standards are established by the GM, providing employees with a framework for assessing and improving their performance.</li><li>• Regular performance evaluations and feedback mechanisms are utilized to monitor progress and hold individuals accountable for meeting established standards.</li></ul> <p>3f. Recognizes and rewards good performance:</p> <ul style="list-style-type: none"><li>• The GM acknowledges and celebrates achievements and contributions of employees, fostering a culture of appreciation and recognition within the organization.</li><li>• Incentive programs and reward mechanisms are implemented to incentivize and motivate high performance and excellence.</li></ul> <p>3g. Plans effectively and shows good project management skills:</p> <ul style="list-style-type: none"><li>• The GM demonstrates strong planning and organizational skills, effectively prioritizing tasks and resources to achieve strategic objectives and project milestones.</li><li>• Project management methodologies and tools are utilized to ensure efficient allocation of resources and timely completion of projects.</li></ul> <p>3h. Shows awareness of “good practices” for areas of responsibility:</p> <ul style="list-style-type: none"><li>• The GM stays informed about industry best practices and benchmarks, leveraging this knowledge to inform decision-making and drive continuous improvement initiatives.</li><li>• Participation in professional development activities and networking opportunities enhances awareness and understanding of emerging trends and best practices relevant to the Port Authority of Guam.</li></ul>	
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<p>3i. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities:</p> <ul style="list-style-type: none"> <li>• The GM promotes a culture of learning and development, providing employees with opportunities for skill enhancement and career advancement.</li> <li>• Training programs, mentorship opportunities, and professional development initiatives are actively promoted and supported by the GM to foster employee growth and engagement.</li> </ul>	
<p><b>4. Relational Skills</b></p> <p>4a. Works effectively with others.</p> <p>4b. Works collaboratively and negotiates effectively.</p> <p>4c. Maintains confidentiality.</p> <p>4d. Accepts constructive criticism without offense.</p> <p>4e. Demonstrates sensitivity to the rights and opinions of others, even in disagreement.</p> <p>4f. Presents a positive image of the Port to external publics.</p> <p>4g. Respects cultural differences and embraces activities which support a diverse community.</p> <p><u>Supportive Information:</u></p> <p>4a. Works effectively with others:</p> <ul style="list-style-type: none"> <li>• The GM consistently demonstrates strong interpersonal skills, fostering positive working relationships with colleagues, stakeholders, and external partners.</li> <li>• Collaboration and teamwork are encouraged and facilitated by the GM, leading to increased productivity and synergy among team members.</li> </ul> <p>4b. Works collaboratively and negotiates effectively:</p> <ul style="list-style-type: none"> <li>• The GM actively engages in collaborative decision-making processes, seeking input from relevant stakeholders and negotiating mutually beneficial outcomes.</li> <li>• Effective negotiation skills are demonstrated in resolving conflicts and reaching consensus on complex issues, contributing to the achievement of organizational goals.</li> </ul> <p>4c. Maintains confidentiality:</p> <ul style="list-style-type: none"> <li>• Confidentiality is prioritized by the GM in handling sensitive information and data, ensuring privacy and integrity in all communications and interactions.</li> <li>• Protocols and procedures are in place to safeguard confidential information and prevent unauthorized disclosure.</li> </ul> <p>4d. Accepts constructive criticism without offense:</p> <ul style="list-style-type: none"> <li>• The GM fosters an open and receptive environment where feedback is welcomed and valued, encouraging continuous learning and personal development.</li> <li>• Constructive criticism is acknowledged and embraced as an opportunity for growth and improvement, rather than as a personal affront.</li> </ul>	<p><b>A</b></p>



<p>4e. Demonstrates sensitivity to the rights and opinions of others, even in disagreement:</p> <ul style="list-style-type: none"> <li>• The GM exhibits empathy and respect towards diverse perspectives and viewpoints, fostering inclusivity and understanding within the organization.</li> <li>• Disagreements are handled with tact and diplomacy, ensuring that all parties feel heard and respected, even in situations of disagreement.</li> </ul> <p>4f. Presents a positive image of the Port to external publics:</p> <ul style="list-style-type: none"> <li>• The GM serves as a spokesperson and ambassador for the Port Authority of Guam, projecting professionalism and integrity in all external communications and engagements.</li> <li>• Public relations efforts are strategically managed to enhance the Port's reputation and promote a positive image within the community and industry.</li> </ul> <p>4g. Respects cultural differences and embraces activities which support a diverse community:</p> <ul style="list-style-type: none"> <li>• The GM demonstrates a strong commitment to diversity and inclusion, fostering an environment where cultural differences are celebrated and valued.</li> <li>• Initiatives and programs are implemented to promote diversity and multicultural understanding, contributing to a more inclusive and harmonious workplace and community.</li> </ul>	
<p><b>5. Commitment to Diversity</b></p> <p>5a. Respects cultural differences and embraces activities which support a diverse community.</p> <p>5b. Utilizes recruitment strategies designed to attract diverse applicant pools.</p> <p>5c. Actively engages in diversity initiatives, such as, mentoring, training and employee networks.</p> <p>5d. Displays a commitment to diversity.</p> <p><u>Supportive Information:</u></p> <p>5a. Respects cultural differences and embraces activities which support a diverse community:</p> <ul style="list-style-type: none"> <li>• The GM fosters a culture of inclusivity and respect, promoting understanding and appreciation of cultural diversity within the Port Authority of Guam.</li> <li>• Initiatives and events celebrating cultural heritage are organized to recognize and honor the diverse backgrounds and traditions of employees and community members.</li> </ul> <p>5b. Utilizes recruitment strategies designed to attract diverse applicant pools:</p> <ul style="list-style-type: none"> <li>• The GM implements proactive recruitment efforts aimed at attracting candidates from diverse backgrounds and underrepresented groups.</li> <li>• Outreach programs and partnerships with community organizations are established to expand the reach and diversity of the applicant pool.</li> </ul>	<p><b>A</b></p>

<p>5c. Actively engages in diversity initiatives, such as mentoring, training, and employee networks:</p> <ul style="list-style-type: none"> <li>• The GM demonstrates a commitment to fostering diversity and inclusion through active participation in mentoring programs, training sessions, and employee resource groups.</li> <li>• Opportunities for professional development and networking are provided to support the career advancement and retention of diverse talent within the organization.</li> </ul> <p>5d. Displays a commitment to diversity:</p> <ul style="list-style-type: none"> <li>• The GM consistently advocates for diversity and inclusion as core values of the Port Authority of Guam, integrating these principles into organizational policies and practices.</li> <li>• Public statements and actions by the GM reinforce the organization's commitment to creating a workplace that values and respects the contributions of individuals from all backgrounds.</li> </ul>	
<p><b>6. Resource Management</b></p> <p>6a. Recruits, selects and retains capable, productive employees.</p> <p>6b. Effectively deploys staff, equipment and technology to accomplish work.</p> <p>6c. Shows good stewardship of financial resources.</p> <p>6d. Demonstrates knowledge of budget and use of financial reporting systems.</p> <p>6e. Displays creativity/innovative in managing resources.</p> <p><u>Supportive information:</u></p> <p>6a. Recruits, selects, and retains capable, productive employees:</p> <ul style="list-style-type: none"> <li>• The GM implements strategic recruitment and selection processes to attract and retain talented individuals who align with the organization's goals and values.</li> <li>• Employee retention strategies, such as professional development opportunities and competitive compensation packages, are employed to cultivate a skilled and motivated workforce.</li> </ul> <p>6b. Effectively deploys staff, equipment, and technology to accomplish work:</p> <ul style="list-style-type: none"> <li>• The GM optimizes resource allocation by assigning tasks and responsibilities according to employees' strengths and expertise, maximizing efficiency and productivity.</li> <li>• Investments in state-of-the-art equipment and technology enable the Port Authority of Guam to streamline operations and enhance operational effectiveness.</li> </ul> <p>6c. Shows good stewardship of financial resources:</p> <ul style="list-style-type: none"> <li>• The GM exercises prudent financial management practices to ensure the responsible use of financial resources, minimizing waste and unnecessary expenditure.</li> <li>• Budgetary decisions are guided by a strategic approach that prioritizes long-term sustainability and fiscal responsibility.</li> </ul>	<p><b>A</b></p>

<p>6d. Demonstrates knowledge of budget and use of financial reporting systems:</p> <ul style="list-style-type: none"> <li>• The GM possesses a comprehensive understanding of budgetary processes and financial reporting systems, enabling informed decision-making and resource allocation.</li> <li>• Financial reports are analyzed regularly to assess performance against budgetary targets and identify opportunities for improvement or cost-saving measures.</li> </ul> <p>6e. Displays creativity/innovative in managing resources:</p> <ul style="list-style-type: none"> <li>• The GM fosters a culture of innovation within the organization, encouraging employees to think creatively and propose innovative solutions to resource management challenges.</li> <li>• Initiatives to optimize resource utilization and explore alternative approaches are welcomed and supported by the GM, driving continuous improvement and efficiency gains.</li> </ul>	
<p><b>7. Communication Skills</b></p> <p>7a. Shares appropriate information with internal and external audiences in a timely and responsible manner.</p> <p>7b. Manages meetings effectively.</p> <p>7c. Possesses effective listening skills.</p> <p>7d. Articulates clearly and writes effectively.</p> <p>7e. Displays effective presentation skills.</p> <p><u>Supportive information:</u></p> <p>7a. Shares appropriate information with internal and external audiences in a timely and responsible manner:</p> <ul style="list-style-type: none"> <li>• The GM communicates effectively with both internal stakeholders and external partners, ensuring timely dissemination of relevant information and updates.</li> <li>• Transparency and openness characterize communications, fostering trust and collaboration among all stakeholders.</li> </ul> <p>7b. Manages meetings effectively:</p> <ul style="list-style-type: none"> <li>• The GM leads meetings with efficiency and purpose, ensuring that agendas are clear and objectives are achieved within the allotted time.</li> <li>• Meetings are well-organized, with active participation encouraged and constructive dialogue facilitated by the GM.</li> </ul> <p>7c. Possesses effective listening skills:</p> <ul style="list-style-type: none"> <li>• The GM actively listens to the perspectives and concerns of others, demonstrating empathy and understanding in all interactions.</li> <li>• Feedback and input from employees and stakeholders are welcomed and valued, contributing to a culture of inclusivity and engagement.</li> </ul> <p>7d. Articulates clearly and writes effectively:</p> <ul style="list-style-type: none"> <li>• The GM communicates ideas and information clearly and concisely, both verbally and in written form, ensuring that messages are easily understood by all recipients.</li> <li>• Written communications, such as reports, memos, and emails, are well-crafted and articulate, conveying key messages with precision and clarity.</li> </ul>	<p><b>A</b></p>

<p>7e. Displays effective presentation skills:</p> <ul style="list-style-type: none"> <li>• The GM delivers presentations with confidence and professionalism, engaging audiences and conveying information in a compelling and persuasive manner.</li> <li>• Visual aids and multimedia tools are utilized effectively to enhance the clarity and impact of presentations, ensuring that key messages resonate with the audience.</li> </ul>	
<p><b>8. Accountability</b></p> <p>8a. Takes responsibility for fulfilling job duties.              8b. Meets attendance and punctuality guidelines.              8c. Demonstrates accuracy and thoroughness.              8d. Completes work on time.              8e. Follows instructions and directions.</p> <p><u>Supportive Information:</u></p> <p>8a. Takes responsibility for fulfilling job duties:</p> <ul style="list-style-type: none"> <li>• Throughout the fiscal year, the GM consistently demonstrated a strong sense of ownership and accountability for all assigned tasks and projects. Whether it was overseeing critical infrastructure upgrades or leading emergency response efforts during Typhoon Mawar, the GM took proactive steps to ensure that responsibilities were fulfilled promptly and effectively.</li> <li>• Oversaw critical infrastructure upgrades, ensuring compliance with regulatory requirements and resolving any issues that arose.</li> <li>• Led emergency response efforts during Typhoon Mawar, ensuring minimal disruption and maintaining operational integrity.</li> </ul> <p>8b. Meets attendance and punctuality guidelines:</p> <ul style="list-style-type: none"> <li>• The GM maintained an exemplary record of attendance setting a positive example for the entire team. Despite the demanding nature of the role and unforeseen challenges such as natural disasters, the GM reliably reported to work and remained present when needed, fostering a culture of reliability and professionalism within the organization.</li> <li>• Prioritized punctuality even during periods of increased workload or external pressures, ensuring continuity in operations.</li> </ul> <p>8c. Demonstrates accuracy and thoroughness:</p> <ul style="list-style-type: none"> <li>• In various aspects of management and reporting, the GM exhibited a commitment to accuracy and thoroughness. Whether it involved reports, press releases, media interviews, the GM ensured that all information presented was meticulously scrutinized and error-free, contributing to the overall integrity and transparency of the organization's practices.</li> <li>• Ensured that information communicated to the Legislature and the Public Auditor were factual, and truthful.</li> </ul>	<p><b>A</b></p>

<p>8d. Completes work on time:</p> <ul style="list-style-type: none"> <li>• Despite complexities and time constraints, consistently delivered results within established deadlines across various projects and initiatives.</li> <li>• Demonstrated effective time management skills by prioritizing tasks and leading the team to ensure timely achievement of objectives, avoiding delays and disruptions.</li> </ul> <p>8e. Follows instructions and directions:</p> <ul style="list-style-type: none"> <li>• Demonstrated a keen ability to follow instructions and directives from stakeholders, regulatory bodies, and governing authorities with precision and attention to detail.</li> <li>• Executed emergency response plans according to established protocols and standards, ensuring compliance and operational readiness.</li> </ul>	
<p><b>9. Responsiveness/Customer Service</b></p> <p>9a. Consistently demonstrates respect, responsiveness and professionalism.</p> <p>9b. Provides each customer with the same high quality services.</p> <p>9c. Fosters and models a commitment to customer service.</p> <p>9d. Builds customer and confidence and increases customer satisfaction.</p> <p>9e. Makes customers and their needs a primary focus.</p> <p>9f. Developing and sustaining productive customer relationship.</p> <p><u>Supportive Information:</u></p> <p>9a. Consistently demonstrates respect, responsiveness, and professionalism:</p> <ul style="list-style-type: none"> <li>• The GM consistently exhibited professionalism and respect in all interactions, fostering positive relationships and enhancing the port's reputation.</li> <li>• By maintaining a courteous and responsive demeanor, the GM upheld the highest standards of professionalism throughout FY 2023.</li> </ul> <p>9b. Provides each customer with the same high-quality services:</p> <ul style="list-style-type: none"> <li>• Ensured that every customer received exemplary service and support from the port, regardless of size or significance, reinforcing PAG's commitment to excellence.</li> <li>• Prioritized consistency and quality in service delivery to instill confidence in customers and maintain the port's reputation for exceptional service.</li> </ul> <p>9c. Fosters and models a commitment to customer service:</p> <ul style="list-style-type: none"> <li>• Actively promoted a culture of customer service excellence by leading by example and emphasizing the importance of customer satisfaction.</li> <li>• Inspired staff to prioritize customer needs and exceed expectations in service delivery, reinforcing the organization's commitment to outstanding customer service.</li> </ul> <p>9d. Builds customer confidence and increases customer satisfaction:</p> <ul style="list-style-type: none"> <li>• Contributed to building trust and confidence among customers through proactive engagement and attentive service.</li> <li>• Played a vital role in enhancing overall customer satisfaction and loyalty to the port by consistently meeting or exceeding customer expectations.</li> </ul>	<p style="text-align: center;"><b>A</b></p>

<p>9e. Makes customers and their needs a primary focus:</p> <ul style="list-style-type: none"> <li>• Demonstrated a genuine dedication to understanding and addressing the needs of customers, placing their concerns and requirements at the forefront of decision-making processes.</li> <li>• Ensured that port operations were aligned with customer expectations and preferences by making customer satisfaction a priority throughout FY 2023.</li> </ul> <p>9f. Developing and sustaining productive customer relationships:</p> <ul style="list-style-type: none"> <li>• Actively worked to cultivate and sustain productive relationships with customers, seeking opportunities for feedback, collaboration, and partnership.</li> <li>• Laid the groundwork for long-term, mutually beneficial relationships with key stakeholders and customers by fostering open communication and mutual respect.</li> </ul>	
<p><b>10. Decision Making/Problem Solving</b></p> <p>10a. Identifies and understands issues, problems and opportunities.</p> <p>10b. Make timely and rational decisions based on analysis of relevant information/data</p> <p>10c. Accepts responsibility for decisions and takes proper action when necessary.</p> <p>10d. Uses effectively approaches for choosing a course of action or developing appropriate actions.</p> <p>10e. Takes action that is consistent with available facts, constraints, and probable consequences.</p> <p><u>Supportive information:</u></p> <p>10a. Identifies and understands issues, problems, and opportunities:</p> <ul style="list-style-type: none"> <li>• Demonstrated a keen ability to identify and grasp complex issues and opportunities within the port's operations, facilitating effective problem-solving and decision-making processes.</li> <li>• Proactively sought out and analyzed relevant information to gain a comprehensive understanding of various issues and challenges, enabling informed decision-making and strategic planning.</li> </ul> <p>10b. Makes timely and rational decisions based on analysis of relevant information/data:</p> <ul style="list-style-type: none"> <li>• Consistently made timely and well-informed decisions by analyzing relevant data and information, ensuring that critical issues were addressed promptly and effectively.</li> <li>• Applied rational decision-making processes, weighing various factors and considering potential outcomes to make sound decisions that aligned with the port's objectives and priorities.</li> </ul> <p>10c. Accepts responsibility for decisions and takes proper action when necessary:</p> <ul style="list-style-type: none"> <li>• Took ownership of decisions made within the scope of responsibilities, demonstrating accountability and integrity in accepting both positive and negative outcomes.</li> <li>• When necessary, took proactive steps to rectify and address any adverse consequences of decisions, ensuring that corrective actions were implemented promptly and effectively.</li> </ul>	<p><b>A</b></p>

<p>10d. Uses effective approaches for choosing a course of action or developing appropriate actions:</p> <ul style="list-style-type: none"> <li>• Employed strategic and systematic approaches to evaluate alternative courses of action and develop effective solutions to complex challenges and opportunities.</li> <li>• Leveraged a combination of analytical thinking, creativity, and collaboration to devise innovative strategies and action plans that aligned with the port's goals and objectives.</li> </ul> <p>10e. Takes action that is consistent with available facts, constraints, and probable consequences:</p> <ul style="list-style-type: none"> <li>• Ensured that decisions and actions were grounded in factual evidence, considering relevant constraints and potential consequences to mitigate risks and maximize positive outcomes.</li> <li>• Acted with prudence and foresight, balancing short-term objectives with long-term sustainability to ensure that actions were aligned with the port's overall strategic direction and objectives.</li> </ul>	
<p><b>11. Work Environment/Safety</b></p> <p>11a. Promotes and supports a respectful workplace; comply with laws, policies and procedures.</p> <p>11b. Models ethical behavior and decision making and ensures compliance.</p> <p><u>Supportive information:</u></p> <p>11a. Promotes and supports a respectful workplace; complies with laws, policies, and procedures:</p> <ul style="list-style-type: none"> <li>• Actively fosters a culture of respect and inclusivity within the workplace, emphasizing the importance of treating all employees with dignity and professionalism.</li> <li>• Demonstrates a commitment to upholding and enforcing relevant laws, policies, and procedures to ensure a safe and respectful work environment for all staff members.</li> </ul> <p>11b. Models ethical behavior and decision-making and ensures compliance:</p> <ul style="list-style-type: none"> <li>• Leads by example in ethical conduct and decision-making, consistently demonstrating integrity, honesty, and transparency in all interactions and transactions.</li> <li>• Takes proactive measures to ensure that all activities and operations adhere to ethical standards and regulatory requirements, promoting a culture of compliance and accountability throughout the organization.</li> </ul>	<p><b>A</b></p>

**PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES**

Instructions: Part II creates the performance deliverable which will be measured. The General Manager and Board of Directors should identify below between 5 and 8 significant deliverables in the form of major initiatives or projects. They may include annual program objectives or project-related work. The intent is that there should be some collaboration between the General Manager and Board of Directors when assigning the deliverables and they should be prioritized if at all possible, with the most important in block 1, next most important in block 2, etc. If more than 8 deliverables require listing, those in excess of 8 may be listed in the back of the last page. (NOTE: It is typical for some priorities to change over the course of the year, and it also foreseeable that some objectives set at the beginning of the cycle may prove unachievable for reasons outside the General Manager’s control.)

<b>Job Specific Performance Objectives</b>	<b>Rater’s Rating</b>
<p><b>1. Objective:</b>  <b>Operational Efficiency:</b> Streamline port operations by implementing new technology solutions, aiming to reduce turnaround time for vessels by 10% within the next fiscal year and improving the efficiency and security of gate operation to alleviate heavy traffic within the container yard.</p> <p>Such technology solutions may involve the upgrade of the Terminal Operating System, the potential procurement of a Gate Operating System and the integration of such information technology systems with the Financial Management System, as well as, the development of a Port Community Portal. The Port Community Portal digital platform will serve as a central hub for communication and collaboration providing our partners with real time access to information, data and resources related to Port activities.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> Expectation to see a decrease in vessel turnaround time and provide cost efficiency for both the Port and private truckers in retrieving or staging containers within the terminal yard as a result of implementing new technology solutions and process improvements.</p>	
<p><b>Actual Results:</b> A 10% reduction in vessel turnaround time achieved and provide an efficiency and security of gate operation through the successful implementation of technology upgrades and process optimizations.</p>	





Job Specific Performance Objectives	Rater's Rating
<p><b>2. Objective:</b>  <b>Financial Management:</b> Achieve a target increase in annual revenue of 10% through the implementation of strategic pricing initiatives and the identification of new revenue streams, to include real estate development. Look at opportunities that the Port may want to pursue in decreasing its operating expenses. Continue to maintain the designation of low risk auditee and address all deficiencies pointed out in the audit reports.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> Expectation to see a measurable increase in annual revenue resulting from strategic pricing adjustments and the identification of new revenue streams. Such identification of new revenue streams will include the review of the present terminal tariff and determine if services are being captured and charged appropriately, to include working sessions with Operations, Maintenance and Finance staff.                      For real estate development, Commercial staff to review recent appraisals and determine if new rates should be presented to be in line with the appraisal values of the property and actively entertain inquiries on potential development of Port properties.                      Identify specific operating expenses which can be reduced without jeopardizing the services provided to employees and customers.</p>	
<p><b>Actual Results:</b> Successfully surpassed the target, achieving an increase in annual revenue of 10% through strategic pricing adjustments, development of new revenue streams to include review of real estate appraisals &amp; potential real estate development and reduction of operating expenses.</p>	
<p><b>3. Objective:</b>  <b>Stakeholder Engagement:</b> Continue commitment to enhance relationships with key stakeholders, including government agencies, shipping companies, and local businesses, fostering collaboration and support for port initiatives.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> Strengthened partnerships and increased support from key stakeholders demonstrated through collaborative efforts and positive feedback and prioritizing the concerns by stakeholders in providing excellence in customer service.</p>	
<p><b>Actual Results:</b> Improved customer service relations to effectively and efficiently meet the needs of our stakeholders—both private and government organizations.</p>	
<p><b>4. Objective:</b>  <b>Strategic Planning:</b> Develop and implement a comprehensive strategic plan for port modernization and expansion to include equipment acquisition, aligning with long-term economic development goals for Guam and the region. Actively pursue federal grants to assist in the implementation of the strategic plan for the Port's modernization and expansion.</p>	<p><b>A</b></p>

<p><b>Expected Results:</b> Successful development and implementation of a strategic plan that aligns with economic development goals and positions the port for future growth. Such implementation shall include the deliverables prepared together with the Port's Owner Agent Engineer and Port staff.</p>	
<p><b>Actual Results:</b> Comprehensive strategic plan developed and successfully implemented, aligning with economic development goals and positioning the port for sustainable growth and expansion.</p>	
<p><b>5. Objective:</b>  <b>Develop Management's Succession Planning:</b> Creation of a detailed succession plan outlining potential candidates for key management positions, including identified skill gaps, development strategies, and timelines for implementation.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> The expected outcome is a comprehensive succession plan delineating potential candidates for key management positions, skill gaps, and tailored development strategies. This plan will establish clear timelines for implementation, including training programs and mentoring initiatives, ensuring effective talent management and leadership continuity within the organization.</p>	
<p><b>Actual Results:</b> Successfully developed and implemented a comprehensive succession plan for management roles, including the identification of potential candidates, assessment of skill gaps, and establishment of development strategies. The plan outlines clear timelines for succession activities and ensures continuity in leadership roles within the Port.</p>	
<p><b>6. Objective:</b>  <b>Conduct Annual Organizational Climate Survey:</b> The objective is to conduct the annual Organizational Climate Survey to assess the overall workplace environment and employee satisfaction levels.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> The expected outcome is to gather comprehensive feedback from employees regarding various aspects of the organization, including satisfaction levels, communication effectiveness, leadership, and areas needing improvement. This data will enable the identification of strengths and weaknesses within the organization and facilitate the development of targeted strategies to enhance employee engagement and organizational performance.</p>	
<p><b>Actual Results:</b> Conducted an organizational climate survey, analyzed the feedback, and implemented targeted initiatives to address identified concerns, resulting in improved employee satisfaction and a positive work environment.</p>	

Job Specific Performance Objectives	Rater's Rating
<p><b>7. Objective:</b>  <b>Foster Community Engagement.</b> The objective of fostering community engagement is to actively involve the Port Authority of Guam (PAG) with the local community, establishing strong connections and partnerships to support each other mutually.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> Implementation of initiatives to support the local community and businesses, enhancing the organization's role as a vital economic lifeline.</p>	
<p><b>Actual Results:</b> Implemented measures post-Typhoon Mawar to provide support to the local community and businesses, reinforcing the organization's significance as an economic lifeline during challenging times.</p>	
<p><b>8. Objective:</b>  <b>Port Sustainability Portfolio.</b> The objective of creating a Port Sustainability Portfolio is to develop a comprehensive and strategic plan that outlines initiatives and actions aimed at promoting sustainability practices within the Port Authority of Guam, aligning with environmental stewardship goals and international standards.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> The creation of the Port Sustainability Portfolio, coupled with securing the \$700,000 Port Sustainability Grant and establishing a milestone partnership with WSP and Jacobs, is expected to result in a detailed roadmap that identifies key areas for sustainability improvement, such as energy efficiency, waste management, and environmental conservation. The portfolio will include actionable steps, timelines, and performance metrics to measure progress towards achieving sustainability objectives.</p>	
<p><b>Actual Results:</b> Following extensive research, stakeholder consultations, and collaboration with relevant partners, PAG successfully developed the Port Sustainability Portfolio and secured the \$700,000 Port Sustainability Grant in partnership with OLCC. Additionally, PAG established a milestone partnership with WSP, subcontracting Jacobs to conduct zero waste and carbon index studies. These initiatives mark significant progress towards enhancing environmental sustainability practices across port operations, reducing ecological footprint, and promoting long-term environmental stewardship.</p>	

The General Manager and the Board of Directors have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

<b>Employee' Signature:</b> 	<b>Date:</b> April 18, 2024
<b>Acting Board Chairperson Signature:</b> 	<b>Date:</b> April 18, 2024

**PART III: SUMMARY OF OVERALL PERFORMANCE:**

The space below is provided for a narrative summary of the General Manager's performance over the immediate cycle to be completed by the Board of Directors (Rater).

<p>Port Authority of Guam General Manager Evaluation Report Fiscal Year 2023</p>
<p><b>Introduction</b></p> <p>The Fiscal Year 2023 has been pivotal for Port Authority of Guam (PAG), showcasing the GM's adept leadership amid ongoing economic restructuring and significant natural challenges. This report assesses the GM's performance across various dimensions, including financial management, operational efficiency, strategic vision, and resilience in the face of adversity.</p>
<p><b>Operational Achievements and Leadership</b></p> <ul style="list-style-type: none"><li>• <b>Typhoon Mawar Response:</b> The GM's leadership was instrumental in PAG's rapid response and recovery from Typhoon Mawar within 4 days of its passing and ensuring minimal disruption and maintaining the integrity of the supply chain.</li><li>• <b>Strategic Vision and Modernization:</b> Guided by the GM, PAG made substantial progress in its modernization efforts, including the rehabilitation of key infrastructure and the adoption of new technologies to enhance operational efficiency.</li></ul>
<p><b>Financial Stewardship</b></p> <ul style="list-style-type: none"><li>• <b>Financial Performance:</b> Under the GM's guidance, PAG achieved a notable improvement in its financial position, with a net position increase of \$6.3 million (23.7%) from 2022 to 2023. The GM's strategic financial management also ensured an unmodified (clean) audit opinion for FY 2023.</li><li>• <b>Revenue Management and Operational Efficiency:</b> Despite a challenging economic environment, the GM steered PAG towards a slight increase in operating revenues, effectively managing operating expenses and capitalizing on net non-operating revenues through interest income and government grants.</li></ul>

**Resilience and Strategic Adaptability**

- **Economic and Natural Disaster Challenges:** The GM adeptly navigated PAG through the complexities of post-COVID-19 economic adjustments and the devastating impact of Typhoon Mawar, demonstrating exceptional crisis management and strategic adaptability.
- **Infrastructure Resilience and Development:** The GM prioritized investments in capital assets and infrastructure projects crucial for PAG's modernization vision, enhancing the port's resilience and operational capabilities.

**Sustainability, Community Engagement, and Future Direction**

- **Sustainability Initiatives:** The GM's commitment to environmental stewardship was evident in PAG's continued investment in sustainable projects and initiatives, aligning with the broader goal of efficient and sustainable port operations.
- **Community Support and Engagement:** Following Typhoon Mawar, the GM implemented measures to support the local community and businesses, highlighting PAG's role as a vital economic lifeline.
- **Future Outlook and Initiatives:** Looking forward, the GM's focus on strategic procurement delegation, training, and modernization initiatives positions PAG for sustained growth and resilience. The national recognition for leadership underscores the GM's impact on PAG and its strategic direction.

**Conclusion**

The Fiscal Year 2023 was marked by significant achievements under the GM's leadership, despite unprecedented challenges. The GM's strategic vision, financial acumen, and unwavering commitment to PAG's mission have fortified the port's position as a critical commercial hub in Guam and Micronesia, setting a solid foundation for future success and innovation.

**PART IV: OVERALL PERFORMANCE EVALUATION RATING: (Please checkmark ✓)**

  A   Exceptional Performance

       Superior Performance

       Average Performance

       Acceptable Performance

       Needs Improvement

**PART V: PERFORMANCE DEVELOPMENT PLAN:**



In the blocks below, the Board of Directors should make specific recommendations designed to identify strategies to enhance the General Manager’s current competencies (first block) or correct performance issues (second block).

Professional Growth Strategies:  Continue collaboration and coordination with the local community, industry and federal partners, and regional international counterparts to obtain support for the Port’s short and long-term growth objectives.
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Remedial Strategies:  Continue to acquire training certifications from port organizations, e.g., Association of Port Authorities, etc.
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**PART VI: SIGNATURES:**

The General Manager and Board of Directors are required to sign the instrument after completing it and concluding the performance interview. The General Manager is only attesting to having been afforded the opportunity to review the evaluation and discuss the evaluations with the Board of Directors. The General Manager’s signatures does not necessary indicate that he/she agrees with the Board of Directors’ measurement of his/her performance. Employee’s comments are optional.

<b>Acting Board Chairperson’s Signature:</b> 	<b>Date:</b> April 18, 2024
<b>Employee’ Signature:</b> 	<b>Date:</b> April 18, 2024

<b>Employee comments:</b>	<b>Date:</b>
I would like to discuss with the Board of Directors: [ ] Yes [ ] No	
<b>Acting Board Chairperson’s Signature:</b>	



**PORT OF GUAM**  
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Lourdes A. Leon Guerrero  
Governor of Guam  
Joshua F. Tenorio  
Lieutenant Governor

April 18, 2024

**MEMORANDUM**

To: Dominic G. Muña, Deputy General Manager, Operations & Maintenance  
From: Rory J. Respicio, General Manager *Rory Respicio*  
Subject: Performance Evaluation – January 2, 2023 to January 1, 2024

*Hafa Adai!*

Under Title 12 Guam Code Annotated, Chapter 10, Section 10111(c), and Title 5 Guam Code Annotated, Chapter 43, Boards and Commissions, Article 2, the board is required to issue performance reviews of the General Manager every six months initially, then annually.

According to Policy Memorandum 09-04, the intent of the Board is to extend these evaluation policies to the Deputy General Manager. Following your reappointment on December 29, 2022, we will continue the objectives set on January 10, 2022, focusing on:

- Revenue Bond and other CIP Projects
- Removal of Inoperable Port Assets
- Standard Operating Procedures
- Staffing and Manpower
- Union Contract Compliance
- Cyber Security Implementation
- Federal Grants Acquisition
- Regulation Updates for Port Police and Harbor Master
- Five-year Equipment Replacement
- Employee Training

*Typhoon Preparedness and Response*

The Category 4 Typhoon Mawar in May 2023 marked the first such storm in 20 years. Preparations included reducing container stacks, securing gantry cranes and vehicles, and ensuring marina and harbor readiness. These efforts significantly mitigated potential damages and facilitated a quick recovery, allowing operations to resume three days post-typhoon—a notable improvement over past responses.

### *Post-Typhoon Actions and Ongoing Projects*

Your work extended beyond immediate recovery. You coordinated with government and private sectors to support island-wide restoration efforts, including power stability and emergency fuel supply. Noteworthy project advancements under your guidance:

- Infrastructure Improvements: The EQMR Building and Warehouse 1 were hardened and upgraded, enhancing nearly 79,000 square feet of space.
- Security Enhancements: Installation of a new radar intrusion and vessel tracking system.
- Operational Upgrades: Replacement of critical waterlines to comply with safety standards.
- Facility Enhancements: Upgrades at Agat Small Boat Marina, including dock replacement and new security systems.
- Regular inspections by the U.S. Coast Guard and annual gantry crane certifications underscored a consistent adherence to safety and operational standards. The removal of outdated assets freed valuable dock space, boosting operational efficiency and revenue potential.

### *Forward-Looking Goals*

Looking ahead, focus areas include continuing infrastructure projects, enhancing SOPs, managing staffing needs, and advancing cybersecurity measures. Efforts to secure federal grants for modernization should be intensified. Additionally, updating training programs and certifications will ensure compliance with federal regulations and support staff development.

### *Next Steps*

Maintain momentum on key projects and refine strategic plans to support the Port's growth and service excellence. Continue collaborations to update procedures and regulations, ensuring readiness and compliance across all operations.

As a result, the overall evaluation for this rating period is Exceptional Performance.

Per Policy Memorandum No. 09-04, we outline the following areas of responsibilities, objectives, and measures for the upcoming rating period:

- Revenue Bond Projects, Hotel Wharf, and Other CIP Projects: Continue collaboration with Engineering and Planning staff on project progress. Ensure follow-ups with Procurement and the Port Staff Attorney on procurement package reviews.
- Standard Operating Procedures: Work with division heads to update their standard operating procedures, ensuring management or Board approval as required.
- Staffing and Manpower Requirements: Keep updating the Port's human resources assessment for your divisions and collaborate with the Deputy General Manager,



Administration and Finance, to address temporary staffing needs for the anticipated military build-up.

- Union Contract Provisions: Monitor and report on the implementation of the union agreement's provisions.
- Cyber Security System Plan Implementation: Develop the framework for implementing the cyber security plan, focusing on financing through grants.
- Federal Grants: Continue efforts with CIP/Engineering, Finance, Strategic Planning, and our Owner's Agent Engineer to secure grants for acquiring equipment and modernization projects.
- Update of Rules and Regulations and Standard Operating Procedures: Maintain updates to rules and regulations with division heads to ensure compliance and efficiency.
- Training, Certification, and Re-certification of Employees:
  - ✓ Re-establish the apprenticeship program to provide employees with the academic knowledge and on-the-job training needed for their trades.
  - ✓ Develop a mentoring program to pair employees with specific skills and knowledge with those who seek similar skills for advancement.
  - ✓ Continue to work with Human Resources staff, Operations, and Maintenance division heads on training certifications required by the federal government.

### *Conclusion*

The comprehensive response to challenges this past year, particularly in the aftermath of Typhoon Mawar, highlights exceptional performance. Your proactive leadership and the dedication of our team have significantly contributed to the Port's resilience and operational continuity.

This year's exceptional performance underlines the resilience, dedication, and strategic acumen of our team. Your work has been pivotal in not only navigating the challenges posed by Typhoon Mawar but also in positioning the Port Authority of Guam for future success. The commitment to operational excellence and continuous improvement across all divisions has significantly enhanced our capabilities, ensuring that we are well-prepared to meet the evolving demands and continue serving the community effectively.

Looking ahead, it is imperative that we maintain this momentum, further strengthening our infrastructure, refining operational procedures, and fostering a culture of excellence and innovation. By doing so, we will enhance our strategic position in the region, contribute positively to our community, and ensure that the Port remains a vital asset for Guam and the wider Micronesian region.

Your continued work and the collective efforts of our team will be crucial in realizing these objectives and upholding the high standards we have set. Let us commit to another year of continued growth and success for the Port and all of our Port Strong family.

This memorandum will serve to support the rating of Exceptional Performance and outline objectives for the coming period.

*Si Yu'os Ma'ase* for your commitment and leadership.



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

**DEPUTY GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM**

Name of Deputy General Manager, Operations & Maintenance <p align="center">Dominic G. Muña</p>	Name of Reviewer/Title: <p align="center">Rory J. Respicio, General Manager</p>
Period Covered: From: January 2, 2023      To: January 1, 2024	Date of Review: <p align="center">April 18, 2024</p>

**GENERAL INSTRUCTIONS:**

1. This form is to be used for initial and bi-annual performance evaluation for the Deputy General Manager. The performance evaluations are to occur six (6) months into the Deputy General Manager’s employment with the Port Authority of Guam and every twelve (12) months thereafter.
2. The ratings to be assigned by the Rater for each individual factor are indicated in Part I; for each individual Performance Objective in Part II; and for the Overall Rating in Part III.
3. The Performance Objectives and factors may be weighted at the Rater’s discretion.
4. The Reviewer is the General Manager.

**PART I: CORE PERFORMANCE FACTORS**

1. The General Manager evaluates the Deputy General Manager’s proficiency in the following performance factors using a single rating on the following scale:

- A = Exceptional Performance
- B = Superior Performance
- C = Average Performance
- D = Acceptable Performance
- E = Needs Improvement

Performance Factors	Rater's Rating
<p><b>1. Leadership</b>            Displays courage, passion and caring in work.            Sets a professional example.            Motivates other to work toward common goals.            Uses authority responsibly.            Addresses problems proactively.            Gains support and seeks buy-in-through participation of others.            Demonstrates interest in professional growth of others.            Shows good judgment and accepts ownership for decisions in areas of responsibility.</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum.</i></p>	A
<p><b>2. Commitment to the Port's Mission, Vision and Values</b>            Articulates or shows appreciation for the importance of shared vision.            Demonstrates civility in relations with others.            Requires supervised employees to show civility in their relations toward others.            Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port.            Demonstrates consideration of the Port's values when making decisions.            *(Diversity and civility are examples of University values to be considered.)</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum</i></p>	A
<p><b>3. Management Practices</b></p> <p>Demonstrates commitment to good customer services.            Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility.            Questions existing practices for continued relevancy.            Effectively initiates and promotes necessary change in the areas of responsibility.            Sets and enforces performance standards effectively.            Recognizes and rewards good performance.            Plans effectively and shows good project management skills.            Shows awareness of "good practices" for areas of responsibility.            Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities.</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum</i></p>	A

Performance Factors	Rater's Rating
<p><b>4. Relational Skills</b>  Works effectively with others.  Works collaboratively and negotiates effectively.  Maintains confidentiality.  Accepts constructive criticism without offense.  Demonstrates sensitivity to the rights and opinions of others, even in disagreement.  Presents a positive image of the Port to external publics.  Respects cultural differences and embraces activities which support a diverse community.</p> <p><b>Supportive Information:</b>  <i>Please refer to attached memorandum</i></p>	A
<p><b>5. Commitment to Diversity</b>  Respects cultural differences and embraces activities which support a diverse community.  Utilizes recruitment strategies designed to attract diverse applicant pools.  Actively engages in diversity initiatives, such as, mentoring, training and employee networks.  Displays a commitment to diversity.</p> <p><b>Supportive Information:</b>  <i>Please refer to attached memorandum</i></p>	A
<p><b>6. Resource Management</b>  Recruits, selects and retains capable, productive employees.  Effectively deploys staff, equipment and technology to accomplish work.  Shows good stewardship of financial resources.  Demonstrates knowledge of budget and use of financial reporting systems.  Displays creativity/innovative in managing resources.</p> <p><b>Supportive information:</b>  <i>Please refer to attached memorandum</i></p>	A
<p><b>7. Communication Skills</b>  Shares appropriate information with internal and external audiences in a timely and responsible manner.  Manages meetings effectively.  Possesses effective listening skills.  Articulates clearly and writes effectively.  Displays effective presentation skills.</p> <p><b>Supportive information:</b>  <i>Please refer to attached memorandum</i></p>	A

Performance Factors	Rater's Rating
<p><b>8. Accountability</b></p> <p>Takes responsibility for fulfilling job duties. Meets attendance and punctuality guidelines. Demonstrates accuracy and thoroughness. Completes work on time. Follows instructions and directions.</p> <p><b>Supportive Information</b></p> <p><i>Please refer to attached memorandum</i></p>	A
<p><b>9. Responsiveness/Customer Service</b></p> <p>Consistently demonstrates respect, responsiveness and professionalism. Provides each customer with the same high quality services. Fosters and models a commitment to customer service. Builds customer and confidence and increases customer satisfaction. Makes customers and their needs a primary focus. Developing and sustaining productive customer relationship.</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum</i></p>	A
<p><b>10. Decision Making/Problem Solving</b></p> <p>Identifies and understands issues, problems and opportunities. Make timely and rational decisions based on analysis of relevant information/data Accepts responsibility for decisions and takes proper action when necessary. Uses effectively approaches for choosing a course of action or developing appropriate actions. Takes action that is consistent with available facts, constraints, and probable consequences.</p> <p><b>Supportive information:</b> <i>Please refer to attached memorandum</i></p>	A
<p><b>11. Work Environment/Safety</b></p> <p>Promotes and supports a respectful workplace; comply with laws, policies and procedures. Models ethical behavior and decision making and ensures compliance.</p> <p><b>Supportive information:</b></p> <p><i>Please refer to attached memorandum</i></p>	A

**PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES**

Instructions: Part II creates the performance deliverable which will be measured. The Deputy General Manager and General Manager should identify below between 5 and 8 significant deliverable in the form of major initiatives or projects. They may include annual program objectives or project-related work. The intent is that there should be some collaboration between the Deputy General Manager and General Manager when assigning the deliverables and they should be prioritized if at all possible, with the most important in block 1, next most important in block 2, etc. If more than 8 deliverables require listing, those in excess of 8 may be listed in the back of the last page. (NOTE: It is typical for some priorities to change over the course of the year, and it also foreseeable that some objectives set at the beginning of the cycle may prove unachievable for reasons outside the Deputy General Manager’s control.)

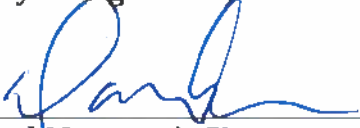

<b>Job Specific Performance Objectives</b>	<b>Rater’s Rating</b>
<p><b>1. Objective:</b></p> <p><i>Please refer to attached memorandum</i></p>	
<p><b>Expected Results:</b></p>	
<p><b>Actual Results:</b></p>	
<p><b>2. Objective:</b></p>	
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<p><b>Actual Results:</b></p>	
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<p><b>Expected Results:</b></p>	
<p><b>Actual Results:</b></p>	

<b>Job Specific Performance Objectives</b>	<b>Rater's Rating</b>
<b>4. Objective:</b>	
<b>Expected Results:</b>	
<b>Actual Results:</b>	
<b>5. Objective:</b>	
<b>Expected Results:</b>	
<b>Actual Results:</b>	
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<b>Expected Results:</b>	
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Job Specific Performance Objectives	Rater's Rating
8. Objective:	
Expected Results:	
Actual Results:	

The Deputy General Manager and the General Manager have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

Employee's Signature: 	Date: April 18, 2024
General Manager's Signature: 	Date: April 18, 2024

**PART III: SUMMARY OF OVERALL PERFORMANCE:**

The space below is provided for a narrative summary of the Deputy General Manager's performance over the immediate cycle to be completed by the General Manager (Rater).

*Please refer to attached memorandum.*

**PART IV: OVERALL PERFORMANCE EVALUATION RATING: (Please checkmark √)**

Exceptional Performance

Superior Performance

Average Performance

Acceptable Performance

Needs Improvement

**PART V: PERFORMANCE DEVELOPMENT PLAN:**

In the blocks below, the General Manager should make specific recommendations designed to identify strategies to enhance the Deputy General Manager's current competencies (first block) or correct performance issues (second block).

Professional Growth Strategies:



*Please refer to attached memorandum.*

Remedial Strategies:

*Please refer to attached memorandum.*

**PART VI: SIGNATURES:**

The Deputy General Manager and General Manager are required to sign the instrument after completing it and concluding the performance interview. The Deputy General Manager is only attesting to having been afforded the opportunity to review the evaluation and discuss the evaluations with the General Manager. The Deputy General Manager's signatures does not necessarily indicate that he/she agrees with the General Manager's measurement of his/her performance. Employee's comments are optional.

<b>General Manager's Signature:</b> 	<b>Date:</b> April 18, 2024
<b>Employee' Signature:</b> 	<b>Date:</b> April 18, 2024

<b>Employee comments:</b>	<b>Date:</b>
I would like to discuss with the General Manager: [ ] Yes [ ] No	
<b>General Manager's Signature:</b>	



**PORT OF GUAM**  
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Lourdes A. Leon Guerrero  
Governor of Guam  
Joshua F. Tenorio  
Lieutenant Governor

April 18, 2024

**MEMORANDUM**

To: Pacifico R. Martir, Deputy General Manager, Finance & Administration  
From: Rory J. Respicio, General Manager *Rory Respicio*  
Subject: Performance Evaluation – July 6, 2023 to January 5, 2024

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*Hafa Adai!* Title 12 Guam Code Annotated, Chapter 10, Section 10111(c), authorizes the Board of Directors to employ and compensate under the terms and conditions fixed at the pleasure of the Board for the Deputy General Manager position. Title 5 Guam Code Annotated, Government Operations, Chapter 43, Boards and Commissions, Article 2, Performance Evaluation of agency Heads required that the board issue performance reviews of the General Manager six (6) months after employment and every twelve (12) months thereafter.

Policy Memorandum 09-04, Subject: Policy on Performance Evaluation for Deputy General Manager, states it is the intent of the Board and general policy to extend the application of the law to the Deputy General Manager.

At the meeting of July 6, 2023, the Board of Directors approved your appointment as Deputy General Manager for Administration & Finance. On July 17, 2023, your performance goals and objectives were provided to you and on December 27, 2023, you gave a status update of such goals as follows:

- Workers Compensation Program: In accordance with the Port's enabling legislation, the Authority is required to obtain Workers' Compensation insurance coverage. The Port's contract with Workers' Compensation Insurance expired on March 19, 2023. We issued a procurement solicitation and currently in cost negotiations with a prospective bidder on the insurance proposal. In the meantime, I sent a letter to the Director of Labor to solely cover our workers' compensation program in accordance with the Memorandum of Agreement entered into between the Port and Government of Guam in 1986, which was approved.

While this process is ongoing, continue to work with Acting Personnel Services Administrator to ensure a smooth transition of the program be made to the Occupational Health & Safety Division. Mrs. Frances Candoleta, Administrative Officer, is to undergo training in learning the processes of both Government of Guam Department of Labor and our insurance carrier's Workers' Compensation Program—until transition is done, the Acting Personnel Services Administrator will continue to issue the WCC forms to employees. Once both the Acting Personnel Services Administrator and you are confident the program can be handled by Ms. Candoleta, you will advise me so that I can concur to this change in WCC program administration.

Under the WCC legislation, there is a compensation limit an employee can receive as a result of an on-the-job injury. Once this program's duties and responsibilities are transferred to accordingly, I am directing you to make this program your concern to ensure that employee data is inputted into the Financial Management Systems' menu for WCC injuries. This will allow the Port to keep track of the actual expenses of both compensation and medical expenses incurred so we do not pay out more than what the law mandates.

**Status:** You reported that Mrs. Candoleta has been undergoing training in learning the processes of Department of Labor Worker Compensation Commission (WCC) and the Port's insurance carrier. While she is undergoing training, you stated that Mr. Shawn B. Cepeda, Acting Personnel Services Administrator continues to issue the WCC forms as prepared by Mrs. Candoleta. You also noted that Mrs. Candoleta was introduced to WCC representatives at Department of Labor. After speaking with both Mrs. Candoleta and Mr. Cepeda, you expressed to me your confidence that Mrs. Candoleta can assume the full responsibility of the WCC program. You also suggested that Mr. Jesse Mendiola, Port Police Chief can assume the responsibility of issuing the WCC documents instead of Mr. Cepeda.

You also reported on the status of the WCC insurance coverage. You stated several meetings were held with the Port negotiation team and the Offeror. You noted that cost negotiation was ongoing. Because this is an active procurement process, I will not go into details of the discussions you provided in the cost negotiations. In the meantime, you stated that the WCC coverage for our employees continue to be processed under Department of Labor pursuant to the letter I sent to the Labor Director.

- **Typhoon Mawar Expenses, FEMA Reimbursements and Insurance Claims:** As you are aware, the Port has conducted assessments on the damages sustained as a result of Typhoon Mawar. Staff is compiling the necessary documents to file with Federal Emergency Disaster Agency (FEMA) to request for reimbursement and our insurance carrier for claims on damages sustained to the facilities. You are asked to work with designated representatives of Finance, Planning, Commercial, Engineering on the submission of documents to both FEMA and our insurance carrier and provide reports on the status of our claims and requests for reimbursements, as well as, any obstacles that we are encountering so this office can address it.

**Status:** You reported that the Port submitted \$15 million claim for property damage and business interruption to our insurance carrier. In December 11, 2023, the Port was advised that a \$2 million advanced payment will be issued, and as such, the payment was booked against the expenditures incurred in the business interruption claim. The total amount applied to reimburse operational expenses incurred during the typhoon was \$1.6 million and the remaining balance of \$400,000 was applied against the small capital improvement projects.

- **Contracts Management:** Please continue to review all contracts, i.e., management and operation, construction and service agreements and work with the division heads to determine if the contractor and/or consultant is fulfilling their contractual requirements as agreed with the Port and provide a status report to this office.

**Status:** You provided me with a report listing the professional services and construction contracts the Port entered into as of November 2023. You stated that you will continue to work with the divisions to ensure the contractor/consultant is in compliance with the contractual requirements. You said this item is work in progress.

- **Finance Receivables and Payables:** Review with the Financial Affairs Controller and Commercial Person-in-Charge the 120 days aging accounts receivables accrued by marina and property tenants and provide to this office what options the Port should take in reducing the debt.

**Status:** You reported that several meetings were held with Commercial and Finance divisions to resurrect the collection aging accounts. You stated Commercial staff underwent training in the E1 system to input current status of the tenant's account. The status of the accounts will determine whether or not the Port is to proceed with a continuation of the lease or issuance of a marina Permits for the marinas and Harbor of Safe Refuge were being issued to tenants in January.

- **Marinas and Harbor of Refuge:** Work with Commercial staff on the abandonment of vessels located in the Gregorio D. Perez Marina, Agat Small Boat Harbor and Harbor of Refuge and provide to this office the type of disposal the Port should take to remove such vessels from the marinas and harbor of refuge.

**Status:** You said that there are 11 vessels deemed to be abandoned within the Port's jurisdiction. The boat appraiser has completed their value assessments of the vessels which is currently with Legal Counsel to determine whether the Port should pursue acquiring ownership of such vessels that have some type of value. For those whose value is minimal, Commercial staff is in discussion with Legal Counsel on the process of disposal. The Harbor Master's Office is also working with Master Sergeant Joe Mafnas on the Innovative Readiness Training Program for the removal of these derelict vessels.

- **Standard Operating Procedures:** Work with division heads under your purview in updating their standard operating procedures for my review.

**Status:** You reported that during the short time you have been with the Port, you continue to familiarize yourself with existing policies and procedures to determine which documents would need to be updated or changed. You said that this is a work-in-progress.

### Performance Evaluation Summary

Following your appointment on July 6, 2023, and subsequent updates on December 27, 2023, here are key highlights and ongoing activities from your tenure:

#### Workers Compensation Program:

In line with the Port's enabling legislation, we are in the process of negotiating a new contract for Workers' Compensation Insurance following the expiry of the previous contract on March 19, 2023. Concurrently, a temporary arrangement was established via a Memorandum of Agreement with the Government of Guam. Efforts to transition this program to the Occupational Health & Safety Division are underway, with significant contributions from Mrs. Frances Candoleta under your supervision. It's crucial that this transition continues smoothly, with the objective of ensuring all compensation claims are handled within legal limits.

#### Typhoon Mawar Recovery:

The Port has been proactive in assessing the damages from Typhoon Mawar, working diligently to compile claims for FEMA and our insurance carriers. A significant \$15 million claim has been submitted, with an advanced payment of \$2 million already processed. Your role in coordinating these efforts with Finance, Planning, Commercial, and Engineering teams has been crucial.

#### Contracts Management:

Your ongoing review of management, operation, construction, and service contracts is critical. Ensuring compliance with these contracts is essential for maintaining the Port's standards, and your efforts to monitor and report on these are valued.

#### Finance Receivables and Payables:

You have addressed the aging accounts receivables effectively, working with the Financial Affairs Controller and Commercial division to strategize on debt reduction. This proactive financial management is key to maintaining the Port's fiscal health.

#### Marinas and Harbor of Refuge:

Your work with the Commercial staff on managing the abandonment of vessels has been effective, with legal assessments on potential acquisitions or disposals being well-handled. This is essential for maintaining operational integrity at the marinas and harbor.

#### Standard Operating Procedures:

You are making progress in familiarizing and updating the SOPs across various divisions. This work is vital for ensuring that our operations remain efficient and compliant with current standards.

#### Acknowledgment of Challenges and Transition:

Your employment commenced amid significant challenges due to the typhoon and the pandemic. Nonetheless, your ability to lead and collaborate effectively has ensured uninterrupted service delivery, reflecting an "Exceptional Performance" in your first six months. It is understood that many of your assignments are in progress, reflecting the dynamic nature of our operations. Your

continued focus on strategic oversight and leadership across the divisions under your management—Finance, Marketing, Corporate Services, Information Technology, Human Resources, Procurement & Supply, Commercial, and General Administration—is imperative.

Future Directions and Expectations:

As we continue, the goals and objectives set forth in Policy Memorandum No. 09-04 will remain in effect, with additional responsibilities for enhancing operational efficiencies, stakeholder engagement, risk management, and technology integration. Your role in leading these initiatives will be critical to our future success.

As outlined in Policy Memorandum No. 09-04, the goals and objectives provided to you on July 17, 2023, will persist, complemented by additional responsibilities for the upcoming rating period:

- Revenue Bond Projects, Hotel Wharf, and Other CIP Projects: Collaborate with Procurement to manage the issuance of these projects effectively.
- Commercial Leases and Permits: Ensure all leases and permits within the Commercial Division are current and identify any discrepancies.
- Staffing and Manpower Requirements: Coordinate with Human Resources to manage the procurement of temporary staffing, especially as the military buildup intensifies.
- Training, Certification, and Re-certification of Employees: Engage with Human Resources to:
  - a. Re-establish the apprenticeship program, enabling employees to gain the necessary academic knowledge and on-the-job training for their roles.
  - b. Develop a mentoring program that pairs employees with specific skills and knowledge with those seeking similar skills to advance their careers.
  - c. Continue overseeing training certifications in collaboration with Human Resources and Operations and Maintenance division heads as required by federal regulations.

To enhance these efforts:

- Stakeholder Engagement: Increase interactions with key stakeholders to improve collaboration and alignment on project goals through regular updates, feedback sessions, and strategic meetings with both internal teams and external partners.
- Risk Management: Implement a comprehensive risk management strategy for major projects such as Revenue Bond Projects and CIP Projects, focusing on early risk identification, impact assessment, and mitigation planning.
- Technology Integration: Continue to monitor the procurement surrounding the new Terminal Operating System.
- Leadership Development and Succession Planning: We must continue to build leadership capacity by identifying potential leaders and provide them, if possible, with targeted training and development opportunities, thus fostering a robust leadership pipeline to support the organization's immediate and long-term goals.

These focused efforts are designed to maximize your impact and facilitate the continued growth and success of the Port.



Closing Thoughts:

As a result, the overall evaluation for the first 6 months of your employment with the Port is Exceptional Performance. Emphasis is placed on the expectation for the next six months, which will culminate in your first annual performance evaluation.

Currently, many of your assignments are in progress, reflecting the dynamic and constantly evolving nature of the Port. Despite these tasks not yet being fully completed, your efforts have been outstanding. I recognize that these projects are works in progress, yet your unwavering commitment ensures that we continue to advance effectively towards our objectives. It is important to remember that while your interim evaluation is highly positive, acknowledging your substantial contributions during this transitional period, future evaluations will depend on the resolution of these ongoing matters.

I understand that you are still transitioning from your previous responsibilities to your current role as Deputy General Manager for Administration & Finance. I have mentioned this to you on several occasions, and I want to emphasize again the importance of concentrating on the divisions under your oversight. These divisions include Finance, Marketing, Corporate Services, Information Technology, Human Resources, Procurement & Supply, Commercial, and General Administration. It's essential that your primary focus remains on strategic oversight and leadership, which are crucial for your success in this role.

*Si Yu'os Ma'ase* for your dedication and hard work. I encourage you to maintain your proactive engagement and leadership as these are vital for our collective success at the Port. Let us look forward to continued success and further achievements in the coming months. This memorandum, confirming your "Exceptional Performance," will be attached to your performance record to justify the rating and outline specific performance objectives for the upcoming rating period.



**PORT OF GUAM**  
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 Website: [www.portofguam.com](http://www.portofguam.com)



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

**DEPUTY GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM**

Name of Deputy General Manager, Administration & Finance  <p align="center">Pacifico R. Martir</p>	Name of Reviewer/Title:  <p align="center">Rory J. Respicio, General Manager</p>
Period Covered:  From: July 6, 2023 To: January 5, 2024	Date of Review:  <p align="center">April 18, 2024</p>

**GENERAL INSTRUCTIONS:**

1. This form is to be used for initial and bi-annual performance evaluation for the Deputy General Manager. The performance evaluations are to occur six (6) months into the Deputy General Manager’s employment with the Port Authority of Guam and every twelve (12) months thereafter.
2. The ratings to be assigned by the Rater for each individual factor are indicated in Part I; for each individual Performance Objective in Part II; and for the Overall Rating in Part III.
3. The Performance Objectives and factors may be weighted at the Rater’s discretion.
4. The Reviewer is the General Manager.

**PART I: CORE PERFORMANCE FACTORS**

1. The General Manager evaluates the Deputy General Manager’s proficiency in the following performance factors using a single rating on the following scale:

- A = Exceptional Performance
- B = Superior Performance
- C = Average Performance
- D = Acceptable Performance
- E = Needs Improvement

Performance Factors	Rater's Rating
<p><b>1. Leadership</b>                      Displays courage, passion and caring in work.                      Sets a professional example.                      Motivates other to work toward common goals.                      Uses authority responsibly.                      Addresses problems proactively.                      Gains support and seeks buy-in-through participation of others.                      Demonstrates interest in professional growth of others.                      Shows good judgment and accepts ownership for decisions in areas of responsibility.</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum.</i></p>	
<p><b>2. Commitment to the Port's Mission, Vision and Values</b>                      Articulates or shows appreciation for the importance of shared vision.                      Demonstrates civility in relations with others.                      Requires supervised employees to show civility in their relations toward others.                      Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port.                      Demonstrates consideration of the Port's values when making decisions.                      *(Diversity and civility are examples of University values to be considered.)</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum</i></p>	
<p><b>3. Management Practices</b></p> <p>Demonstrates commitment to good customer services.                      Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility.                      Questions existing practices for continued relevancy.                      Effectively initiates and promotes necessary change in the areas of responsibility.                      Sets and enforces performance standards effectively.                      Recognizes and rewards good performance.                      Plans effectively and shows good project management skills.                      Shows awareness of "good practices" for areas of responsibility.                      Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities.</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum</i></p>	

Performance Factors	Rater's Rating
<p><b>4. Relational Skills</b>                      Works effectively with others.                      Works collaboratively and negotiates effectively.                      Maintains confidentiality.                      Accepts constructive criticism without offense.                      Demonstrates sensitivity to the rights and opinions of others, even in disagreement.                      Presents a positive image of the Port to external publics.                      Respects cultural differences and embraces activities which support a diverse community.</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum</i></p>	
<p><b>5. Commitment to Diversity</b>                      Respects cultural differences and embraces activities which support a diverse community.                      Utilizes recruitment strategies designed to attract diverse applicant pools.                      Actively engages in diversity initiatives, such as, mentoring, training and employee networks.                      Displays a commitment to diversity.</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum</i></p>	
<p><b>6. Resource Management</b>                      Recruits, selects and retains capable, productive employees.                      Effectively deploys staff, equipment and technology to accomplish work.                      Shows good stewardship of financial resources.                      Demonstrates knowledge of budget and use of financial reporting systems.                      Displays creativity/innovative in managing resources.</p> <p><b>Supportive information:</b></p> <p><i>Please refer to attached memorandum</i></p>	
<p><b>7. Communication Skills</b>                      Shares appropriate information with internal and external audiences in a timely and responsible manner.                      Manages meetings effectively.                      Possesses effective listening skills.                      Articulates clearly and writes effectively.                      Displays effective presentation skills.</p> <p><b>Supportive information:</b></p> <p><i>Please refer to attached memorandum</i></p>	

Performance Factors	Rater's Rating
<p><b>8. Accountability</b></p> <p>Takes responsibility for fulfilling job duties.  Meets attendance and punctuality guidelines.  Demonstrates accuracy and thoroughness.  Completes work on time.  Follows instructions and directions.</p> <p><b>Supportive Information</b></p> <p><i>Please refer to attached memorandum</i></p>	
<p><b>9. Responsiveness/Customer Service</b></p> <p>Consistently demonstrates respect, responsiveness and professionalism.  Provides each customer with the same high quality services.  Fosters and models a commitment to customer service.  Builds customer and confidence and increases customer satisfaction.  Makes customers and their needs a primary focus.  Developing and sustaining productive customer relationship.</p> <p><b>Supportive Information:</b></p> <p><i>Please refer to attached memorandum</i></p>	
<p><b>10. Decision Making/Problem Solving</b></p> <p>Identifies and understands issues, problems and opportunities.  Make timely and rational decisions based on analysis of relevant information/data  Accepts responsibility for decisions and takes proper action when necessary.  Uses effectively approaches for choosing a course of action or developing appropriate actions.  Takes action that is consistent with available facts, constraints, and probable consequences.</p> <p><b>Supportive information: <i>Please refer to attached memorandum</i></b></p>	
<p><b>11. Work Environment/Safety</b></p> <p>Promotes and supports a respectful workplace; comply with laws, policies and procedures.  Models ethical behavior and decision making and ensures compliance.</p> <p><b>Supportive information:</b></p> <p><i>Please refer to attached memorandum</i></p>	

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<b>Job Specific Performance Objectives</b>	<b>Rater’s Rating</b>
<b>1. Objective:</b>  <i>Please refer to attached memorandum</i>	
<b>Expected Results:</b>	
<b>Actual Results:</b>	
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<b>Actual Results:</b>	

<b>Job Specific Performance Objectives</b>	<b>Rater's Rating</b>
4. Objective:	
Expected Results:	
Actual Results:	
5. Objective:	
Expected Results:	
Actual Results:	
6. Objective:	
Expected Results:	
Actual Results:	
7. Objective:	
Expected Results:	
Actual Results:	

Job Specific Performance Objectives	Rater's Rating
8. Objective:	
Expected Results:	
Actual Results:	

The Deputy General Manager and the General Manager have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

<b>Employee' Signature:</b> 	<b>Date:</b> April 18, 2024
<b>General Manager's Signature:</b> 	<b>Date:</b> April 18, 2024

**PART III: SUMMARY OF OVERALL PERFORMANCE:**

The space below is provided for a narrative summary of the Deputy General Manager's performance over the immediate cycle to be completed by the General Manager (Rater).

*Please refer to attached memorandum*



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Exceptional Performance

Superior Performance

Average Performance

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Needs Improvement

**PART V: PERFORMANCE DEVELOPMENT PLAN:**

In the blocks below, the General Manager should make specific recommendations designed to identify strategies to enhance the Deputy General Manager's current competencies (first block) or correct performance issues (second block).

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*Please refer to attached memorandum*

Remedial Strategies:

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**PART VI: SIGNATURES:**

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<b>General Manager's Signature:</b> 	<b>Date:</b> April 18, 2024
<b>Employee' Signature:</b> 	<b>Date:</b> April 18, 2024

<b>Employee comments:</b>	<b>Date:</b>
I would like to discuss with the General Manager: <input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>General Manager's Signature:</b>	