



# NEWSLETTER

## PORT AUTHORITY OF GUAM

September 2021

### Board of Directors

**Francisco G. Santos**  
*Chairman*

**Nathan T. Taimanglo**  
*Vice Chairman*

**Isa Marie C. Koki**  
*Board Secretary*

**Dorothy P. Harris**  
*Board Member*

### Port Management

**Rory J. Respicio**  
*General Manager*

**Dominic G. Muna**  
*Deputy General  
Manager, Operations*

**Luis R. Baza**  
*Deputy General Manager,  
Administration & Finance*



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- Guam Shipyard Demo Contract
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- Procurement Delegation
- Customs MOU
- Oil Spill at F3

### Notices

- Executive Order No. 2021-17  
EFFECTIVE AUGUST 9, 2021
- Vaccine clinics will be held at  
DPHSS Southern Region and  
the UOG Field house - [https://  
getimmunizedguam.org/  
covid-19-vaccination-  
schedule](https://getimmunizedguam.org/covid-19-vaccination-schedule)
- 336 (95%) Port employees are  
fully vaccinated, 5 (2%) have  
received the first dose of the  
vaccine, and 11 (3%)  
employees are still not  
vaccinated.

### S&P Upgrades Port Outlook



S&P Global Ratings has upgraded its outlook for the Port Authority of Guam to stable from negative and affirmed its 'A' long-term rating on the agency's outstanding series 2018 Port Revenue Bonds. "The outlook revision reflects our view that, despite the economic disruption caused by the global COVID-19 pandemic, volume levels at the port have remained relatively stable and resilient from fiscal 2019 to fiscal 2020 and continuing into fiscal 2021 (Sept. 30 year-end), given the essentiality of the port to Guam, supporting financial metrics that remain in line with our expectations at the current rating level," the ratings report released by Standard and Poor's Global Ratings stated.

The Port of Guam has been largely stable between fiscal years 2018-2020 with containers growing to 85,143 in fiscal 2020 from 84,954 in fiscal 2019 and with fiscal year 2021 year-to-date levels at 2.7% ahead of fiscal 2020 through the month of August.

Port General Manager Rory J. Respicio said the upgraded rating is a result of the agency's efforts to deliver responsible and transparent financial management. Respicio added, "We continue to work tirelessly to make these successes a reality for our agency and the people of Guam."

"The port entered the pandemic financially and operationally strong, with strong historical debt service coverage (DSC; S&P Global Ratings-calculated), relatively stable-to-growing volume levels (84,954 containers in fiscal 2019), and a strong overall liquidity position," the ratings report stated. "Entering the pandemic, we viewed the port's market position as adequate and still view it as such, reflective of the port's critical importance to the

island's economy. The rating reflects our opinion of the authority's strong enterprise risk profile and strong financial risk profile. The strong enterprise risk profile reflects our view of Guam's very strong economic fundamentals as scored under the above criteria, and the port's essentiality and virtual monopolistic position as sole provider of maritime facilities and services in Guam, somewhat offset by high leading carrier concentration. The strong financial risk profile reflects our view of coverage (as per our calculations) that we expect to remain at levels that we consider strong over the next few years, a very strong debt profile (low debt burden), and strong liquidity and financial flexibility."

The report stated that in their view the following were the Port's key credit strengths: • Adequate market position given the port's essentiality to the island economy but offset by a concentrated customer base; • Strong financial performance, reflecting our expectation that DSC (S&P Global Ratings-calculated) will be maintained above 1.25x, and strong debt and liabilities capacity given the lack of additional debt needs but offset by large retirement benefit liabilities; and • Strong liquidity and financial flexibility, reflecting our expectation that the port will maintain liquidity levels near historical levels with no potential plans for drawing down at this time.

In May of last year, Moody's Investors Service raised its outlook for the Port Authority of Guam from negative to stable, pointing to low leverage, strong liquidity and the Port of Guam's ability to remain fully operational during the coronavirus pandemic.

## Fire Engulfs AR Sunriser Canteen/Catering Restaurant

The Guam Fire Department responded to a fire that broke out at the AR Sunriser Canteen/Catering Restaurant on September 24, 2021 and battled the blaze for several hours. According to fire officials and safety officials, nobody was injured in the fire.

As a result of the fire, General Manager Rory J. Respicio sent a notice to the restaurant owner to immediately cease the restaurant operation and vacate the premises.

Guam Fire Department (GFD) representatives held a meeting with the Port Police, Occupational Safety and Health and Commercial staff on September 30, 2021, to brief them on the preliminary outcome of their investigation. According to GFD, the fire may have started in the ceiling, which tripped the breaker and the building's structure is unsafe.

"GFD also informed us that you had 'fiddled' with the electricity to allow power in the building," Respicio said in correspondence sent on October 4th to Amelia S. Raz, the owner of AR Sunriser Canteen/Catering. "They emphasized this was unsafe and hazardous, and instructed the Port to inform you to disconnect the line immediately - which you have already informed of by Port staff. Additionally, they stated that you would need to obtain a permit for you to operate in this building. As of this letter, there has been no permit filed with the Port that allows you to continue your operation."

Respicio added ""Even more alarming, it has recently come to our attention that your canteen sits directly on top of three fuel lines. We notified the fuel petroleum company that owns the fuel pipeline assets and demanded an explanation of how a full-service kitchen can operate on top of three fuel lines. They informed us they had requested prior Port management to relocate your canteen because of the proximity of their fuel lines and the danger your operation poses to life and property in the event these fuel lines caught fire. They told us that former Port management denied their request, citing that 'you make delicious banana lumpia.' While it is true that you make delicious banana lumpia, there is no reason to justify allowing a full-service kitchen to operate on top of fuel lines. We can only imagine the tremendous loss of life and property that would have occurred had these fuel lines also caught fire and combusted."

Tristar Terminals Guam, Inc owns the fuel lines running under the canteen. Tristar General Manager K K Vikraman wrote to Respicio about this issue after being notified about the fire.

"When we raised this issue with the earlier management of relocating this canteen, we were told no. We were under the impression that will be relocated during port expansion, since parking area was supposed to occupy that area as per the initial master plan. I am sorry to mention that even one of the excuses mentioned by the person earlier to you was that, "that canteen's lumpia is so famous, even the judges from the court is their customer. We even asked for the DPW permit or any documents to show that the building was legally constructed. Later another port official admitted that was a makeshift cafeteria and later they encroached over the pipeline area."

Respicio said that because of the safety hazards surrounding the operation of a full-service kitchen on top of three fuel lines, the lease agreement with AR Sunriser Canteen/Catering is terminated effective November 1, 2021 and will not be renewed.

The owner of AR Sunriser Canteen/Catering is required to restore the property to the clean and orderly condition that was originally leased to her and failure to do so will result in the Port requiring her to pay 100% of all costs and expenses incurred by the Port in cleaning up and restoring the premises.





## Board Unanimously Approves FY22 Budget

The Port Authority of Guam (PAG) Board of Directors unanimously approved the agency's Fiscal Year 2022 budget.

The FY22 approved operating budget is \$47,476,368, takes a bottom-up approach, and is based on zero-based budgeting principles. The FY21 budget was \$48,026,227.

"The FY22 budget is aligned with Governor Lou Leon Guerrero, Lt. Governor Joshua Tenorio, and the PAG Board's vision and goals. Moreover, it builds upon the fiscal accomplishments achieved over the past two fiscal years, and it keeps the Port on a course we set out to secure fiscal solvency," said Port General Manager Rory J. Respicio. "This budget was prepared with a zero-based budgeting mindset and focuses on fiscal discipline along with realistic spending plans while identifying new opportunities to begin a very aggressive yard equipment

acquisition and replacement program. Our approach continues to be reasonable and honest. We are pleased that our Board continues to give us the autonomy to execute the annual budget and emphasizes prioritizing resources, operational and capital requirements to provide 100% of the Port employees' needs, and doing so, while we are operating in a pandemic.

The Port's revenue projection for FY22 is based on the assumption that the economy will rebound at least 25% of the average fiscal years 2016, 2017, and 2018, and anticipated federal reimbursements for the upcoming fiscal year.

"Additionally, we have to maintain Moody's credit rating requirements to keep the Port's recent bond rating upgrade positive. Moody's upgraded the Port Authority's rating in May 2020 of Baa2 negative to Baa2 stable in April 2021 primarily because the Port remains 100% operational during the global pandemic, cargo handling stability, and PAG management demonstrating sound fiscal control. So, this budget builds our financial posture to meet our operational needs and exceeds the minimum requirements of the bond raters," Respicio said.

The Port Authority's debt service ratio as of July 31, 2021, is 1.8, which is 44% higher than the Bond Indenture Debt service ratio requirement of 1.25, while cash on hand is 891 days, which is 78% or 391 days more than the 500 days requirement of Moody's rating agency.

A copy of the approved FY22 budget can be found on the Port's website at [www.portofguam.com](http://www.portofguam.com)



## PAG Petitions Public Utilities Commission

The Port has petitioned the PUC for the approval of award on the following services which will be addressed at PUC's Hearing scheduled on September 30, 2021.

- PAG Docket 21-04 Petition for Approval of Award to California Pacific Technical Services for CCTV Surveillance System and Access Control Systems Replacement Project and Preventive Maintenance Services. The acquisition of a digital high resolution camera system is to replace existing analog camera system, as well as integration with the Port's access control system. These high-resolution digital cameras will be installed at the marinas to ensure the safety, security, and accountability of all persons in the premises.

- PAG Docket 21-05 Petition for Approval of Award to WSP USA, Inc. for the Owner Agent Engineer Technical Consulting Services. The OAE consulting firm will provide the Port with technical support, services and guidance on the following projects: program management, CIP construction oversight, gantry crane program, information technology, environmental health and safety, and wharf service life extension.

- PAG Docket 21-06 Petition for Approval of Award to Matson for the Performance Management Contract for the Port Gantry Cranes. The solicitation of a PMC is to provide training, emergency response, troubleshooting, diagnostic and repairs to the Port's gantry cranes.

## Hotel Wharf Rehabilitation & Highway 11 Roadway Reconstruction



A bid opening was held on September 13, 2021 at 2pm on the hotel wharf rehabilitation & highway 11 roadway reconstruction project. However, there were no potential bid offerors present.

As a result, Management with the assistance of its Owner Agent Engineer along with GHD (Port's Construction Management Consultant for H-Wharf) is looking to rebid the H-Wharf project considering expressed concerns of the bid offerors, such as:

- specifications may be too stringent on past experience,
- the price of steel has gone up significantly, so the overall cost of the project greatly exceeds the estimate, and
- alternate design solutions need to be considered to bring the project cost down.

## Port Signs Demolition Contract with Guam Shipyard

On September 10, 2021 the PAG and Guam Industrial Services, Inc. (Guam Shipyard) signed the contract authorizing the demolition of derelict equipment that has been sitting on the Port's yard for a number of years. The official Notice to Proceed was issued for the Design, Demolition, Removal, Proper Disposal of 5 port inoperable cranes and the removal and proper disposal of Barge Yen 816 along Wharf F-6.

The project commenced September 13, 2021 and is slated for completion by November 14, 2021. This time frame is inclusive of the design and permitting phase of the project. Equipment to be disposed includes Gantry 2, Gantry 3, Mobile Harbor Crane, Rubber Tire Gantry Echo, Foxtrot, sunken barge YFN816 along F6. The contract award for the project is \$2.573M.

Guam Shipyard was also awarded a contract in June 2021 for the supply and installation of 24 each New Cylindrical Fendering System at Wharf F-3 and 10 each New Rubber Leg Arch Fender at Wharf F-4 to F-6. Commencement for this project was June 7, 2021 with project to be completed in 243 calendar days. The \$298,259 project is funded through a FEMA Grant.



## BOD Signs Resolution to Acquire STS Gantry Cranes



PAG Board of Directors approved Resolution No. 2021-11 during the September 2021 meeting which authorizes the General Manager to proceed with the procurement acquisition of at least two ship-to-shore (STS) gantry cranes upon the identification of the funding source subject to procurement and Public Utilities statutory requirements. A recent assessment conducted by the Port's Owner

Agent Engineer this year found there is a dire need to replace the POLA cranes because of the age of the cranes. The cranes were originally built in 1983/1984 and although they were refurbished in 2009, they are reaching the end of that expected service life and would need to be replaced by 2024. "Because of the importance of the Port of Guam as the lifeline to sustained economic and DOD military buildup construction activities on Guam, Governor Lou Leon Guerrero has made the acquisition of new Ship-to-Shore gantry cranes to replace the Port's aging fleet one of her top priorities," Respicio said adding that the Port has submitted a grant application to the Economic Development Administration for the acquisition of two (2) STS gantry cranes under its \$1.5 billion Cares Act-Funded Recovery Assistance Program and has developed a loan application to the U.S. Department of Agriculture for one (1) STS gantry crane as a back-up to its EDA application.

"We are hopeful that the gantry crane applications will be favorably considered for its importance to not only Guam but also to the entire remotely isolated islands in the Marianas and Pacific Micronesian region that serves close to half a million people," Respicio said. "I am grateful that the resolution was approved as our Board of Directors fully understands the dire need to replace at least two (2) STS gantry cranes and the procurement timeline to acquire such cranes to ensure that all businesses, residents and neighboring islands will not lose access to essential goods and will always have what they need to operate and survive."

## Port Authority Procurement Delegation Renewed

Chief Procurement Officer Claudia S. Acfalle has renewed the full delegation of procurement authority granted to Port Authority of Guam General Manager Rory J. Respicio to serve as a purchasing agency pursuant to the Guam Administration Rules and Regulations and 5GCA of the Guam Procurement Law.

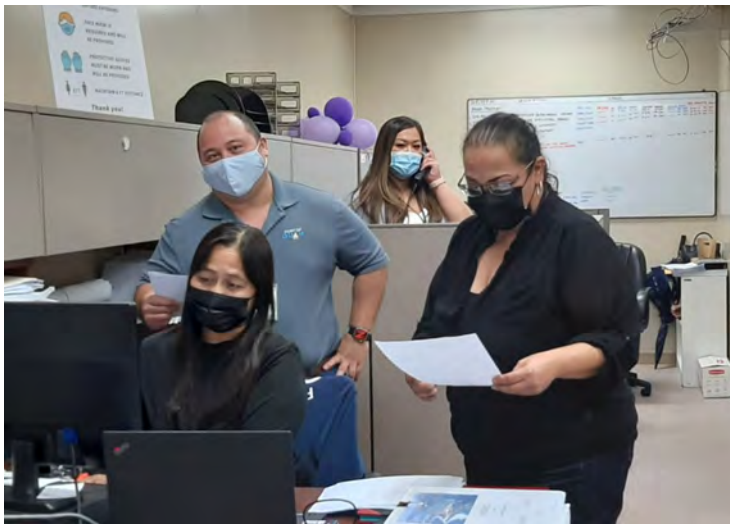
After 14 years of losing its right to procure goods and services on

its own, the Port Authority of Guam in September of 2020 was granted full delegation of procurement authority as allowed by Guam laws and rules and regulations.

That delegation lasted from October 1, 2020 to September 30, 2021 and during that time the Port processed the following:

*Story continues page 5*





- 567 requisitions
- 471 purchase orders
- issued seven (7) and awarded four (4) Invitation for Bids (IFB) (small purchases)

### PAG and Customs & Quarantine MOU

The Port Authority of Guam (PAG) Board of Directors commended Port staff and management for their ongoing commitment to Guam Customs in their work to interdict illegal drugs and protect our borders.

The Board in their monthly meeting heard from General Manager Rory J. Respicio as he discussed the recent Memorandum of Understanding signed by the Port and Guam Customs and Quarantine regarding the new office space for Guam Customs at the Port.

The MOU will allow Customs to occupy 2,700 square feet of office space located on the first and second floors of the former Horizon Building and vacate their current office space in the Port Administration Building. They will be able to retrofit this space at their own expense and not be charged for rental fees for the duration of the occupancy.

“As the first line of defense for the island of Guam, Customs is tasked with protecting borders, securing ports of entry, and facilitating trade, commerce and travel,” Respicio said. “We acknowledge the need to have Customs personnel physically present at the seaport of entry to minimize the opportunity for compromised security, increased contraband smuggling and unwanted tampering of containers and cargoes.”

Respicio also reminded the Board that since 2019, Governor Leon Guerrero and Lt. Governor Tenorio emphasized the importance of Guam Customs in the interdiction, monitoring, and enforcement of initiatives to protect Guam’s maritime borders. With these guidelines, the Port Authority of Guam has consistently worked with Customs to ensure that these mandates are executed and completed. This work includes:

- From January 8, 2019, to present, the Port has granted Customs Officers an all-access pass to go wherever is necessary to carry out its mandates.
- In 2019 the Port facilitated the immediate repair of the ZBV X-Ray Backscatter Van, which Guam Customs Officers operated through an MOU with the PAG. This machine was inoperable for 10-months under previous management.
- In the 2020 Master Plan Update efforts include a Guam Customs Inspection Feasibility Study, which has recently been completed.
- Guam Customs was provided a 4-acre parcel of land

- issued 6 and awarded four (4) IFBs for construction & materials & supplies
  - issued 4 Requests for Proposals (RFP) for professional services, however, none was awarded To date, the Procurement staff is currently processing 138 requisitions, consisting of 91 small purchases, 28 IFB small purchases, 11 IFB construction, and 8 RFPs.

A memorandum dated August 24, 2021 was sent to the Chief Procurement Officer requesting for a new full delegation of procurement authority for Fiscal Year 2022 beginning October 1, 2021 to September 30, 2022. Acfalle granted the request on September 10, 2021.

“The Port Authority of Guam and especially our Procurement Team, under the leadership of Annie Sablan, has put in a lot of hard work to gain the trust and confidence of Chief Procurement Officer Claudia S. Acfalle so that we may be able to perform this function independently,” Respicio said. “We welcome this renewal of full delegation of procurement authority as we are in the midst of procuring critical goods and services in connection with the Port’s Modernization Program.”

adjacent to the main terminal gate as a local office and cargo inspection facility.

- Port’s Owner’s Agent Engineer (OAE) worked with Customs to validate their requirements and confirm that the planned facilities will integrate with the planned traffic flows

- Port’s OAE developed multiple layout options and discussed with stakeholders to finalize an acceptable facility plan to incorporate in the Port’s Master Plan.

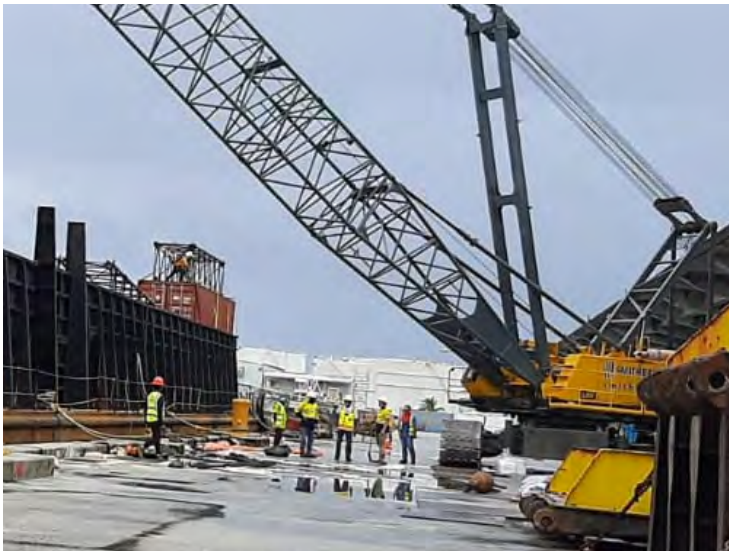
- In addition, the Port has ensured that Guam Customs has been directly involved in the discussions relating to its initiative for System Integration through a completed RSM Study that focused on a Port Community System (PCS). The Port Users Group of Guam (PUGG) has identified the need for improved information sharing/reporting between the stakeholders involved in the cargo supply chain.

- Dedicated gated secured area in CFS warehouse for Customs inspection use.

- Dedicated area at Sea Plane Ramp for Marine Interdiction Task Force Office and Boathouse.

Board Member Dot Harris said she was pleased with the work of the Port to waive any rental fees for Guam Customs which she said is not the case for facilities Customs uses in other locations. “I just want to applaud the Port Authority of Guam for supporting our partners,” Harris said. The Board members unanimously approved the MOU with Guam Customs.





Port Authority of Guam General Manager Rory J. Respicio was notified on September 23, 2021 that an oil spill occurred on F3 dockside.

At the time of the incident, Black Construction employees were loading construction materials and equipment onto a barge that was intended for a project in Diego Garcia. The oil spill was from a Smithbridge crane they were using to load the cargo. The Smithbridge crane operator told authorities that heavy rain caused the oil to flow onto the docks and spill into the water.

An Oil Spill Response Team from OSROCO worked in conjunction with Smithbridge and the barge agent Marianas Steamship Agency to clean up the spill. Absorbent materials were deployed on the dockside and in the water to contain and clean up the oil spill. Operations were temporarily halted to allow the U.S. Coast Guard and Port Safety Division to inspect the site and cleanup of the oil spill was completed the same morning.

### Reminder: Governor's Executive Order & GM's Memo

Governor Lou Leon Guerrero's Executive Order 2021-17 requiring government of Guam Executive Branch workers to vaccinate against COVID-19 is now in full effect. As of September 24, 2021, all Government of Guam employees must be fully vaccinated with either a single shot of the Johnson & Johnson or the two-shot Pfizer or Moderna series. The deadline to submit a copy of your vaccination card or certification to HR was Friday, August 20, 2021.

If you are not fully vaccinated, you must have submitted a request in writing no later than Friday, August 13, 2021 seeking exemption for either:

- i. A physical/mental disability request - must accompany a physician's certification verifying that your disability prevents vaccination.
- ii. A sincerely held religious belief request because of a religious belief, practice, or observance. (This will have to be handled solely on the honor system.)

If you have received your vaccination, a copy of your vaccine card should have been submitted to the HR Division with a copy to be filed in your medical jacket. If you have not been approved for an exemption, you are

required to take a weekly PCR or Antigen test, and submit your results to HR within 24 hours of receiving your test results. Your PCR or Antigen test must be from a medical clinic or DPHSS failure to comply with the above deadlines or weekly testing shall result in disciplinary procedures, which may include disciplinary action.

For employees who are fully vaccinated, FDA has authorized Pfizer vaccine to be administered as a booster shot. The following groups of people are eligible for a booster shot if they completed the Pfizer series and it has been ( months or more since the second dose:

- Anyone age 65 and older
- Anyone age 18 and older with underlying medical conditions
- Anyone 18 and older with an elevated risk of COVID-19 exposure and transmission due to their occupation

Port management continues to encourage everyone to be vaccinated. As of October 1, 336 (95%) Port employees are fully vaccinated, 5 (2%) have received the first dose of the vaccine, and 11 (3%) employees are still not vaccinated.

### Recent Port Employees Testing Positive for COVID-19

On September 1, 2021, Management was notified that an employee has tested positive for COVID-19. This vaccinated employee contracted the virus outside of the Port and was identified through contact tracing. The Port's Contact Tracing Team has identified all close contacts here at the agency. Nineteen employees were identified as close contacts and all tested negative for COVID-19.

Management was notified on September 4, 2021, that two more employees tested positive. These two vaccinated employees were exposed to the COVID-19 positive case reported on September 1, 2021 and were identified through contact tracing. Twenty-three port employees were identified as close contacts connected with these two positive cases. Results later revealed that all 23 port employees came back negative.

On September 13, 2021, Management was notified that a Port employee has tested positive for COVID-19. The employee is fully vaccinated and was tested for the virus as a result of an exposure outside of the Port. The Port's Contact Tracing Team identified three immediate close contacts at the agency and has coordinated the testing with the Department of Public Health and

Social Services. Results came back negative for these employees.

On September 15, 2021, Management was notified that an employee has tested positive for COVID-19 who is fully vaccinated. Through contact tracing, five employees were identified and have been tested for possible exposure. Also, we were notified that a private sector employee who is employed with one of the Port's stakeholders and had worked closely with Port employees also tested positive for COVID-19. From this contact tracing, one port employee was identified and has been tested for COVID-19. All five employees came back with negative results.

Management was notified on September 20, 2021 that an employee has tested positive for COVID-19 who is fully vaccinated. The Port Contact Tracing Team determined that there were no possible exposure from this latest positive case.

Employees are reminded that if they are experiencing any symptoms of COVID-19 they should secure immediately. Do not come to work if you are sick.

**DON'T WAIT UNTIL IT'S TOO LATE.** Look for emergency warning signs for COVID-19 and seek emergency medical care immediately or call 911 if you are experiencing any signs of COVID-19.



The American Cancer Society of Guam held a virtual proclamation signing in July for the official launch of the 2021 Relay for Life Celebration, kicking off fundraising events and donations to raise funds for the cause.

The Port Authority employees and divisions sprung into high gear with bake sales, lunch plate fundraisers and a decoration contest in support of the annual event. With an early start in June, the Port Authority was the first "Large Government Agency" to meet its contribution goal of \$20 per employee or \$7,100 which was paid to the American Cancer Society of Guam association on July 23, 2021.

Before COVID-19, Relay for Life was an annual one-day event where cancer survivors, their families, friends, and volunteers gathered to walk in support of the survivors and to bring awareness to disease.

This year the non-profit association will have different ceremonies and activities spread throughout the rest of the year – both virtual and in person. Due to COVID-19 restrictions, the Port Authority did something different to bring awareness to cancer. A decoration contest was held displaying this year's theme Island Strong: Together We Beat Cancer.

Winners of the contest are: 1st Place - Harbor Master's Office, 2nd Place - Entry Section, 3rd Place - Procurement and 4th Place – Finance. Thank you to everyone who participated and helped to make this event a success.

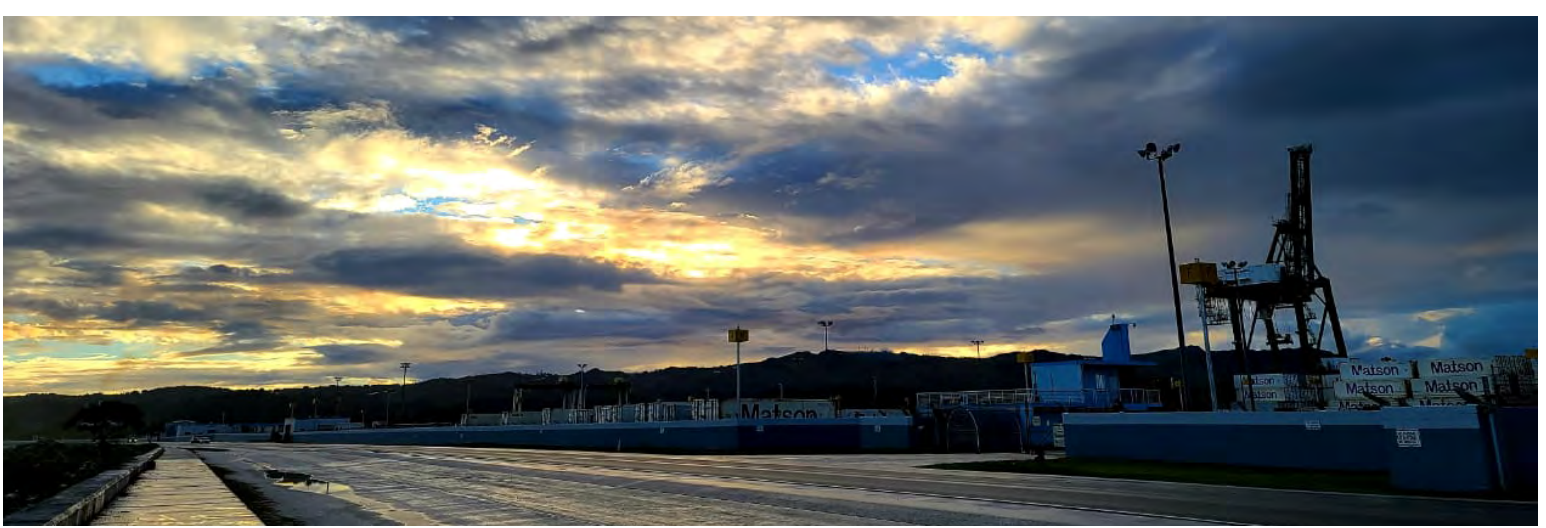


A special village campaign took place in September and upcoming Relay for Life events include a virtual production for relay teams scheduled for October and an encore luminary exhibit scheduled for November. For more information on Relay for Life events and their services, check out their website at [relayforlife.org/guam](http://relayforlife.org/guam).



AMERICAN CANCER SOCIETY  
**RELAY FOR LIFE**  
CELEBRATE. REMEMBER. FIGHT BACK.





## Port Employees Celebrate October Birthdays



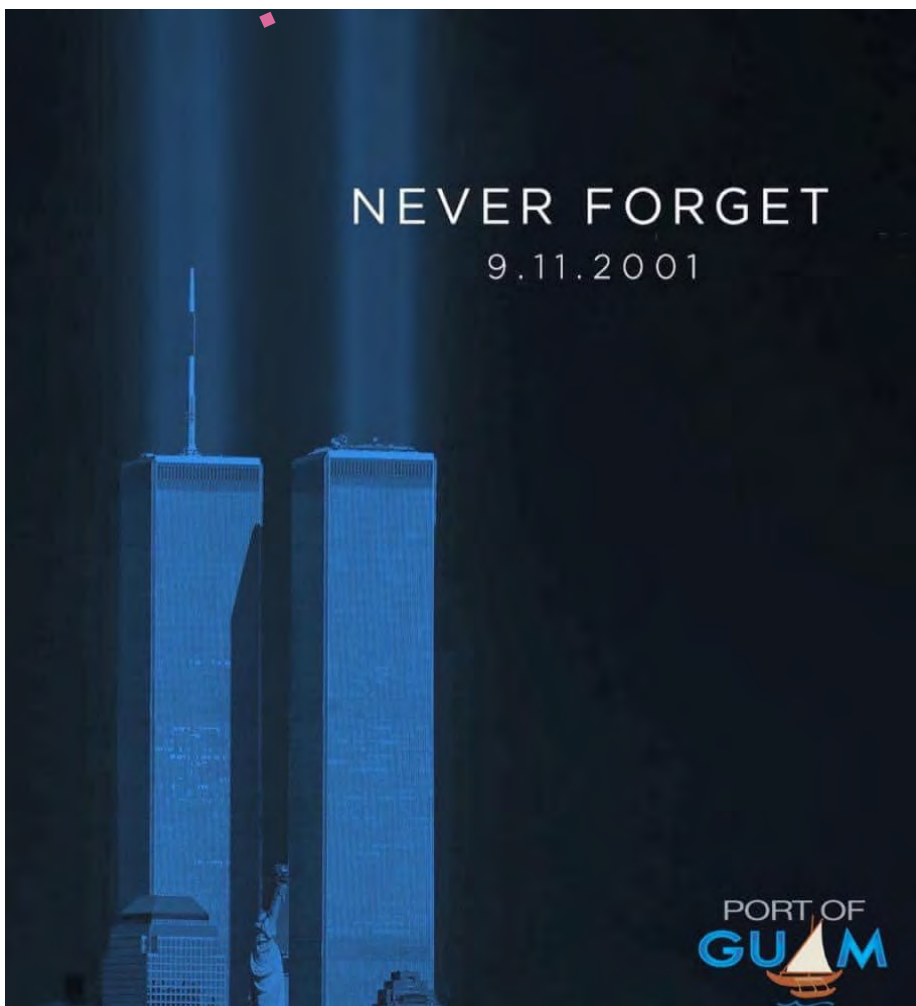
Gary Cruz  
Patrick Claros  
Quirino Cabe  
Kevin L. Cruz  
Franklin J. Santos  
Brandon Carbullido  
Jason Castro  
Paul San Nicolas  
Janice Flores  
Frances T. Cepeda

Christopher Calip  
Justin Santos  
Ionatana Faasumalie  
Jovonne Cruz  
Daryl Movida  
Jose Bamba  
Junior Topasna  
John A. Santos  
Matthew Charfauros  
Estefanie Cordero  
Jesse James Eclavea

Christopher Calip  
Ionatana Faasumalie  
Jovonne Cruz  
Daryl Movida  
Jose Bamba  
Junior Topasna  
John A. Santos  
Matthew Charfauros  
Estefanie Cordero  
Jesse James Eclavea

Corey Roberto  
Derrick M. Balajadia  
Jose Javellana  
Joy Quichocho-Cruz  
Pete M. Castro  
Gus Alan Aromin  
Joaquin Pangelinan  
James Cruz  
Raymond Gofigan  
Zachary Mendiola  
Paul Mccarrel, Jr.

## 9/11 Twenty Years Later



People around the world took a moment of silence to commemorate the 9/11 terrorist attacks, which left 2,977 people dead in 2001.

The 20th anniversary of 9/11 was solemnly marked with tributes to the lives lost and respects paid at the sites of the deadliest act of terrorism against the American nation.

On America's day of trial and grief, millions of people instinctively came together, comforted each other and rallied for the cause of one another.

Achieving the opposite outcome terrorist hoped for, America's resolve was not shaken, rather it was fortified, strengthening the nation's unity more than ever. Two decades later, we still remember the horrific acts that has forever changed this great land. We will never forget.

