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Lourdes A. Leon Guerrero
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September 2, 2026

MEMORANDUM

To: Deputy General Managers, All Division Heads,
Margret Duenas, Management Analyst
Betty Perez, Program Coordinator III

From: Rory J. Respicio, General Manager

Subject: Board Action Implementation and Closeout Process

Buenas yan Hafa Adai! With the election of Frank P. Arriola as Chairperson and Mark Mendiola as Vice Chairperson of the Port Authority of Guam Board of Directors, and as part of our ongoing efforts to continue strengthening the structural and administrative support provided to the Board, we have an appropriate opportunity to formalize how Board-approved actions are carried forward by management.

The Board of Directors regularly takes action on matters requiring subsequent implementation. Board approval, however, is not the end of the administrative process. Depending on the matter, additional actions may include contract execution, procurement, regulatory approval, financial processing, policy implementation, project initiation, personnel action, transmittal to another agency, or other administrative requirements.

Historically, the Port has managed the follow-through on Board-approved actions through a largely informal process, with much of the responsibility for monitoring outstanding matters ultimately remaining with the General Manager's Office. While this approach has allowed us to move Board actions forward, it has also required a level of direct follow-up from the General Manager's Office that should instead be supported by a defined institutional process and clear management ownership.

As I have emphasized in our management discussions and in the FY2026 Year-End Management Performance Assessment, this must change. Our continued development as an organization requires us to move from systems that depend on individual intervention to systems that establish responsibility, accountability, and follow-through as part of the Port's normal management structure.

This does not mean removing the General Manager's Office from oversight. The General Manager's Office will continue to provide executive direction and accountability. What changes is where responsibility for execution resides. Once a Board action is assigned, the responsible

DGM, division head, or other designated official must own the matter through implementation, while the General Manager's Office maintains centralized oversight of the process.

Effective immediately, the Port Authority of Guam shall establish a formal Board Action Implementation and Closeout Process to ensure that actions approved by the Board are assigned, implemented, monitored, and formally closed.

The purpose of this process is to provide continuity in the administrative support provided to the Board, establish clear management ownership following Board action, and create an institutional mechanism for ensuring that Board decisions are carried through implementation regardless of changes in Board leadership or management personnel.

1. Process Administration

Ms. Margret Duenas, Management Analyst, and Ms. Betty Perez, Program Coordinator III, are designated from the General Manager's Office to administer and support the Board Action Implementation and Closeout Process.

Ms. Duenas shall serve as the primary administrator of the process. Ms. Perez shall assist with coordination, tracking, follow up, documentation, and maintenance of the Board Action Log.

Acting on behalf of the General Manager's Office, Ms. Duenas and Ms. Perez are authorized to request status updates and supporting documentation from responsible officials and divisions necessary to maintain the process and report accurately on the status of Board approved actions.

Their role is to administer, coordinate, and monitor the process. Responsibility for implementation remains with the DGM, division head, or other official assigned to carry out the Board's action.

2. Board Action Log

Ms. Duenas, with the assistance of Ms. Perez, shall maintain a master Board Action Log covering resolutions, motions, policies, contracts, procurements, leases, budget authorizations, directives, and other Board actions requiring subsequent management implementation.

The log shall identify, as applicable:

- Date of Board action
- Resolution, motion, or agenda item
- Description of the action approved
- Responsible DGM
- Responsible division
- Designated action owner
- Required next action
- Required external or regulatory approvals
- Target completion date

- Current status
- Outstanding issue or impediment
- Evidence of implementation
- Date of closure

3. Assignment of Responsibility

Following Board action, the General Manager shall assign implementation responsibility to the appropriate DGM, division head, or other responsible official.

One official shall be identified as the action owner. When implementation requires participation from multiple divisions, those divisions shall provide the necessary support within their respective areas of responsibility.

The involvement of another division does not relieve the designated action owner of responsibility for moving the matter through completion unless responsibility is expressly reassigned by the General Manager.

4. Executive Oversight

The appropriate DGM shall provide executive oversight for Board actions assigned within the DGM's area of responsibility.

The DGM shall ensure that assigned matters continue to move forward, that impediments are addressed promptly, and that matters requiring General Manager intervention are elevated before unnecessary delays occur.

5. Implementation Requirements

Within five business days following assignment, the action owner shall identify the principal steps necessary to implement the Board action, including any required participation by Legal, Finance, Procurement, Human Resources, Planning, CIP and Engineering, Commercial, or other divisions.

Where Board approval is only one step in a larger statutory, regulatory, procurement, financial, or administrative process, the action shall remain open until all requirements necessary to implement the Board's action have been satisfied.

Board approval shall not be interpreted as authorization to bypass any applicable law, regulation, procurement requirement, financial control, regulatory approval, or other required administrative process.

6. Status Tracking

Board actions shall be tracked using the following statuses:

- Assigned
- In Progress
- Pending External Action
- Ready for Execution
- Implemented
- Closed

The responsible action owner shall provide Ms. Duenas and Ms. Perez with sufficient and timely information to keep the Board Action Log current.

Any matter that is delayed or unable to proceed shall identify the reason for the delay, the next required action, and any decision or assistance necessary from executive management.

7. Completion and Closeout

A Board action shall not be considered complete solely because a division reports that the matter has been addressed.

The responsible division shall provide documentation demonstrating implementation, such as an executed contract, purchase order, regulatory approval, issued policy, completed personnel action, transmittal, notice to proceed, project documentation, or other appropriate evidence.

Ms. Duenas, with the assistance of Ms. Perez, shall maintain the administrative record supporting completion. Final closure of the action shall be subject to approval by the General Manager's Office.

The responsible management official remains accountable for execution. The General Manager's Office determines when the Board action has been fully implemented and may be closed.

8. Management Review

Ms. Duenas, with the assistance of Ms. Perez, shall provide the General Manager's Office with periodic reports on outstanding Board actions. Particular attention shall be given to overdue matters, matters awaiting external action, matters that have remained inactive, and matters requiring executive intervention.

Outstanding Board actions may also be reviewed during management meetings. Significant completed actions may be reported to the Board through the General Manager's Report or another appropriate reporting mechanism.

9. Prospective Board Items

Going forward, management submissions requesting Board action should, where appropriate, identify the anticipated action required following Board approval and the division or official expected to be responsible for implementation.

This requirement is intended to establish accountability before the matter reaches the Board. Management should know what must occur following approval, who will be responsible for carrying it forward, and whether additional legal, regulatory, procurement, financial, or administrative requirements must be satisfied.

10. Inventory of Outstanding Board Actions

As an initial step, Ms. Duenas, with the assistance of Ms. Perez, shall conduct an inventory of outstanding Board approved actions, including matters for which implementation remains pending or completion has not been documented.

The inventory shall be presented to the General Manager's Office for assignment and prioritization. Each outstanding matter shall then be incorporated into the Board Action Log and managed under this process until formally closed.

Going forward, every Board approved matter requiring subsequent management action shall enter this process.

The objective is straightforward. Every Board action requiring implementation must have an identifiable owner, a defined next action, appropriate management oversight, documented follow through, and formal closure.

The Port's leadership at all levels of the chain of command will change over time. This includes the General Manager, Deputy General Managers, division heads, and members of the classified service who will eventually retire or move on. For this reason, a significant part of our Look Ahead 2026 effort, as directed by our Board, has been to institutionalize the practices that are working and improve those areas where change is necessary.

We have been in a constant state of change and improvement, and the results have demonstrated the value of that approach. Our responsibility now is to ensure that progress becomes part of the institution itself and does not depend on the individuals currently serving in particular positions.

The systems supporting the Port must provide continuity through changes in leadership and personnel. By formalizing how Board actions move from approval through implementation and closeout, we strengthen accountability to the Board, establish clear responsibility throughout management, and ensure that Board decisions are translated into sustained institutional action. ***Si Yu'os Ma'ase!***

CC: Board of Directors