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

September 8, 2026

Memoramdum

To: All Division Heads

From: Rory J. Respicio, General Manager

Subject: FY2027 Management Action Register

Buenas yan Hafa Adai! As we move into FY2027, attached is our Management Action Register developed from our FY2026 Year-End Management Performance Assessment, the FY2027 Budget Act where applicable, specific Board actions where applicable, and subsequent management direction. The Deputy General Managers and I want to acknowledge each of you and our respective team members under your direct supervision because the matters reflected in this register generally came from your own year-end assessments, recommendations, identification of operational needs, work already underway throughout the Port, and my feedback through the assessment process.

In several instances, matters we identified through that process were subsequently approved, authorized, or otherwise acted upon by the Board through the FY2027 Budget Act or specific Board action. The register has been updated accordingly to reflect those actions. Our willingness as a management team to identify what is working, what still needs attention, and where we can improve is an important part of strengthening the Port as an institution. The Deputy General Managers and I appreciate the work you and your teams have done to keep things moving regardless of how difficult the challenges have been.

It is also important to be clear about what this register represents. Inclusion of an item in the Annual Management Assessment did not, by itself, make it a new assignment. The Assessment was intended to give each division an opportunity to assess its own performance, identify operational needs, raise recommendations, and identify areas requiring additional attention. I subsequently reviewed those submissions together with our FY2027 priorities, applicable Board actions, and subsequent management direction. The attached register therefore reflects those matters that now require action, continued implementation, evaluation, monitoring, or documented closeout. It is not simply a compilation of everything that was written in the Assessment.

Much has been accomplished, and we have much to be very proud of, particularly because of the work our employees perform every day. At the same time, those of us at the senior management level have to acknowledge that the Port is not yet where it needs to be if we are going to deliver sustainable services and ensure that the progress we have made can be maintained over time. This was one of the clearest themes that emerged from our FY2026 Year-End Management Performance Assessment as we established our priorities for FY2027. Across divisions, the Assessment showed that our challenge is no longer simply identifying what needs to be done.

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The management challenge is ensuring consistent ownership, follow-through, escalation, and closure at the level where those responsibilities have been assigned. The issue is not the absence of effort throughout the Port. Too many matters still require repeated follow-up from my level, from either Deputy General Manager, or through Margaret Duenas and Betty Perez in the GM's Office before the responsible management lead takes the next action or brings the matter to completion. This is precisely the management gap this Management Action Register is intended to address.

The matters identified in this register are not the routine, everyday responsibilities of operating our respective divisions. They have been included because they involve unresolved issues, institutional improvements, significant projects, policy or organizational decisions, evaluations, cross-divisional coordination, or other actions requiring direct management attention and follow-through. For that reason, I expect the identified leads to remain directly involved. While the underlying work may appropriately be assigned within a division, an item should not be considered addressed simply because it has been delegated. The identified lead remains accountable for ensuring that the matter moves forward and is ultimately brought to closure.

Granted, division personnel will necessarily perform much of the underlying work, and that is expected, but responsibility for direction, coordination, follow-through, escalation, and closure remains with the lead identified in the register. Delegating work does not delegate accountability for the result. The leads have already been identified in the register. Going forward, each identified lead is responsible for moving the assigned matter forward, coordinating with the appropriate divisions and personnel, meeting the established target date or applicable project, procurement, regulatory, funding, or other schedule, and carrying the matter through to completion. The respective Deputy General Manager remains responsible for oversight within the established chain of command and should be kept informed of progress, problems, and matters requiring escalation.

If there is any deviation from an assigned action, target date, required deliverable, or management direction reflected in this register, I expect to be formally notified in writing. That notification should identify the deviation, explain why it occurred or is necessary, describe its impact, and provide the proposed corrective action or revised course of action. I established this Management Action Register specifically to strengthen management follow-through, and I expect to be kept directly informed of deviations from it. Notification to a Deputy General Manager alone does not satisfy this requirement and will not be considered completion of the feedback loop to me. The respective DGM shall remain informed and engaged through the chain of command, but the identified lead remains responsible for ensuring that I am formally advised.

The same principle applies to completion. When an item has been completed, the identified lead shall document the result sufficiently for the matter to be formally closed. Completion means more than reporting that an assignment was made, a meeting occurred, an email was sent, or a matter was forwarded to another division. The purpose is to establish what was accomplished, whether the intended result was achieved, and whether any further action remains necessary.

This register will remain a working management tool. As matters are completed, circumstances change, Board or management direction is provided, or legitimate adjustments become necessary, we will update it accordingly. The objective is not to create another reporting exercise or additional bureaucracy.

It is to provide the management discipline necessary to ensure that the important work we identify does not remain pending because the next action was not taken, responsibility became unclear, or follow-through stopped.

We have demonstrated what this Port and our employees can accomplish, and there is much in our collective record of which we should be proud. Our responsibility at the senior management level now is to make that performance sustainable by strengthening ownership, follow-through, and accountability at every level where management responsibility has been assigned. We must finish what we start, sustain what we have built, and continue developing systems and management practices that can endure changes in personnel and leadership. That is how the progress we have made becomes institutional progress and how we ensure that the Port continues to deliver the reliable and sustainable services our island depends upon. ***Si Yu'os Ma'ase!***

Attachment: FY2027 MANAGEMENT ASSESSMENT AND BUDGET ACT ACTION REGISTER

Cc: Deputy General Managers
In-House Counsels
Board of Directors (for informational purposes)

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FY2027 MANAGEMENT ASSESSMENT AND BUDGET ACT ACTION REGISTER

Master Register | September 8, 2026

Register rule: Inclusion in the Annual Management Assessment does not, by itself, convert a division submission, observation, recommendation or identified issue into a new management assignment. This register reflects matters management determined require action, continued implementation, evaluation, monitoring or documented closeout.

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
1	GM	Management Follow Through	Establish FY2027 action and closeout expectations for DGMs and Division Heads.	Sep 30, 2026	Open
2	GM	DGM Accountability	Incorporate DGM oversight responsibility for divisional execution, escalation and closeout.	Sep 30, 2026	Open
3	GM	FY2027 Budget Act Implementation	Identify applicable authorities and directives and assign responsibility for implementation.	Sep 30, 2026	Open
4	GM	Board Action Implementation	Place the Board Action Implementation and Closeout Process formally into operation.	Sep 30, 2026	Open
5	GM	Performance Accountability	Establish initial practical performance measures for significant FY2027 initiatives.	Oct 31, 2026	Open
6	GM	Board Performance Reporting	Report material progress, delays, risks and corrective actions as appropriate.	Quarterly	Open
7	GM	Multiyear Financial and Operating Outlook	Complete an initial rolling financial and operating outlook.	Dec 31, 2026	Open
8	GM	Additional Spending Authority Controls	Require financial analysis and GM approval controls before additional spending authority is used.	Sep 30, 2026	Open
9	GM	Funding Flexibility Controls	Ensure funding flexibility is used only for lawfully authorized purposes.	Sep 30, 2026	Open
10	GM	Management Study	Complete study and present findings and recommendations to GM, including organizational structure, functional allocation and modernization.	Mar 31, 2027	Open
11	GM	CIP Governance and Initial Management Determination	Place the GM-established CIP governance process formally into operation.	Sep 30, 2026	Open
12	GM	Corporate Services Manager / Function Realignment	Implement the approved FY2027 staffing pattern direction and appropriately reassign continuing functions.	Sep 30, 2026	Open
13	GM	Environmental Administrator Position Implementation	Direct implementation of the newly created peer-level Environmental Administrator position, including organizational placement, reporting relationship and intended responsibilities; HR completes required personnel and recruitment actions.	ASAP	Open
14	Operations	Labor Forecasting	Continuously align labor requirements with vessel schedules, cargo activity and available workforce.	Ongoing	Open
15	Operations	Workforce Deployment	Continue scheduling and deployment based on operational requirements.	Ongoing	Open
16	Operations	Vessel Scheduling	Maintain a coordinated process with Harbor Master and affected operating divisions.	Oct 31, 2026	Open
17	Operations	Berth Utilization	Review utilization and identify practical operational improvements.	Dec 31, 2026	Open

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#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
18	Operations	Predictable Vessel Windows	Evaluate feasibility and use where operationally practical.	Dec 31, 2026	Open
19	Operations	Truck Turnaround	Measure current performance and establish practical monitoring.	Oct 31, 2026	Open
20	Operations	Equipment Utilization	Monitor critical cargo equipment utilization using available operational information.	Oct 31, 2026	Open
21	Operations	Equipment Readiness	Maintain regular readiness coordination with Equipment Maintenance.	Oct 31, 2026	Open
22	Operations	Vessel Productivity	Review existing productivity information and establish practical monitoring.	Oct 31, 2026	Open
23	Operations	Operational Performance	Monitor cargo dwell, gate activity and yard performance as normal operational management.	Ongoing	Open
24	Operations	Overtime Management	Monitor overtime against operational requirements, staffing and workload.	Ongoing	Open
25	Operations	SSR / Tariff Documentation	Maintain consistent documentation of tariff-authorized and billable activity.	Oct 31, 2026	Open
26	Operations	TOS Readiness	Incorporate Operations workflows and responsibilities into TOS implementation.	Project Schedule	Open
27	Operations	Technical Escalation	Refer technical issues to appropriately qualified technical personnel.	Sep 30, 2026	Open
28	Operations	Operational Review Closeout	Track findings and corrective actions through disposition.	Ongoing / Quarterly	Open
29	Stevedoring	Workforce Training	Continue practical operational training based on cargo operations, equipment and workforce requirements.	Ongoing	Open
30	Stevedoring	Supervisory Development	Develop supervisory capability and operational leadership.	Ongoing	Open
31	Stevedoring	Succession Planning	Build organizational depth and develop employees for greater responsibility.	Ongoing	Open
32	Stevedoring	New Equipment Readiness	Train operators and affected personnel before new equipment enters service.	Project Schedule	Open
33	Stevedoring	Operational and Billable Activity Documentation	Maintain consistent labor, equipment usage, SSR and billable activity documentation and correct material gaps.	Oct 31, 2026	Open
34	Stevedoring	TOS Preparation	Incorporate Stevedoring workflows, responsibilities, testing and training into TOS implementation.	Project Schedule	Open
35	Terminal	Reefer Electrical Capacity	Complete remaining approved reefer electrical improvements and confirm readiness.	Project Schedule	Open
36	Terminal	Terminal Lighting	Complete remaining approved lighting improvements.	Project Schedule	Open
37	Terminal	Bumper Stoppers	Complete remaining repairs or replacement.	Project Schedule	Open
38	Terminal	Waterline Work	Complete remaining approved waterline work.	Project Schedule	Open
39	Terminal	Yard Improvements	Complete remaining approved yard improvements.	Project Schedule	Open
40	Terminal	Infrastructure Coordination	Monitor Terminal-related infrastructure and coordinate with Facilities and CIP & Engineering.	Ongoing	Open
41	Terminal	Cross Training and Succession	Continue development of operational depth.	Ongoing	Open
42	Terminal	TOS / Technology Readiness	Incorporate workflows, responsibilities, testing and training into TOS.	Project Schedule	Open
43	Transportation	Fleet Condition and Utilization	Monitor fleet condition, availability and utilization.	Ongoing	Open
44	Transportation	Vehicle Replacement	Advance justified replacement based on condition, need, funding and approved processes.	Ongoing	Open
45	Transportation	Asset Disposal	Complete or materially advance disposition of approved surveyed vehicles and equipment subject to applicable requirements.	Dec 31, 2026	Open
46	Transportation	Fuel Controls	Maintain fuel accountability and appropriate controls.	Ongoing	Open

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
47	Transportation	Overtime Controls	Monitor overtime against operational requirements.	Ongoing	Open
48	Transportation	Certifications	Maintain required operator and employee certifications.	Ongoing	Open
49	Transportation	Cross Training and Succession	Maintain workforce depth and continuity.	Ongoing	Open
50	Transportation	Fleet Life Cycle Management	Manage fleet condition, maintenance, replacement and disposal as a continuing responsibility.	Ongoing	Open
51	Equipment Maintenance	Equipment Reliability	Maintain readiness and reliability of critical cargo handling equipment.	Ongoing	Open
52	Equipment Maintenance	Preventive Maintenance	Maintain scheduled preventive maintenance.	Ongoing	Open
53	Equipment Maintenance	Predictive Maintenance	Expand practical predictive maintenance where supported by equipment condition and available capability.	Ongoing / Phased Implementation	Open
54	Equipment Maintenance	Critical Spares and Parts Strategy	Establish and maintain critical-spares priorities based on equipment risk and lead times.	Dec 31, 2026	Open
55	Equipment Maintenance	Parts Forecasting	Forecast parts requirements based on maintenance schedules, failure history and operational needs.	Ongoing	Open
56	Equipment Maintenance	Vendor Managed Inventory	Evaluate feasibility only; implementation requires separate approval.	Evaluation by Dec 31, 2026	Open
57	Equipment Maintenance	Maintenance Management Technology	Evaluate existing systems and justified improvements; do not procure a new system solely to satisfy the register.	Mar 31, 2027	Open
58	Equipment Maintenance	Equipment Failure, Downtime and Repair Backlog	Maintain visibility over failures, downtime, repair status and backlog.	Ongoing	Open
59	Equipment Maintenance	Skilled Trades and Technical Capacity	Assess material technical-capacity gaps and identify justified actions.	Dec 31, 2026	Open
60	Equipment Maintenance	Technical Training	Continue technical training based on equipment and workforce requirements.	Ongoing	Open
61	Equipment Maintenance	Vendor Technical Support	Use qualified vendor technical support where justified.	As Needed / Project Schedule	Open
62	Equipment Maintenance	Performance Management Contract	Develop scope and performance requirements and complete applicable procurement and legal review.	Mar 31, 2027	Open
63	Equipment Maintenance	PMC Performance Standards and Knowledge Transfer	Include measurable performance standards and knowledge-transfer requirements in the applicable contract.	Procurement / Contract Schedule	Open
64	Equipment Maintenance	Equipment Stewardship and Accountability	Maintain divisional responsibility for equipment condition, maintenance and performance.	Ongoing	Open
65	Equipment Maintenance	Equipment Life Cycle and Replacement Planning	Develop a practical long-term view of major equipment replacement requirements.	Jun 30, 2027	Open
66	Equipment Maintenance	New Equipment Maintenance Readiness	Ensure maintenance staffing, training, spares, warranties, manuals and technical support are addressed before acceptance.	Project Schedule	Open
67	Equipment Maintenance	Top Loader Readiness Review	Review existing top-loader condition and readiness in support of replacement and funding decisions.	Dec 31, 2026	Open
68	Facilities	Facilities Preventive Maintenance	Maintain preventive maintenance for critical facilities and systems.	Ongoing	Open
69	Facilities	Operational Supplies	Maintain necessary operational and maintenance supplies.	Ongoing	Open
70	Facilities	Utility Vehicle Replacement	Identify priority replacement needs and advance approved replacements subject to funding and procurement.	Jun 30, 2027	Open

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
71	Facilities	Outstanding Facility Improvements	Complete approved facility improvements according to applicable schedules.	Project Schedule	Open
72	Facilities	Building Maintenance Leadership and Succession	Address leadership continuity and succession for building-maintenance functions.	Dec 31, 2026	Open
73	Facilities	Cross Training	Continue cross training for critical facilities functions.	Ongoing	Open
74	Facilities	Early CIP and Planning Involvement	Participate early in projects that will create Facilities operating or maintenance responsibilities.	Ongoing	Open
75	Facilities	New Asset Turnover Requirements	Use a practical turnover checklist covering maintenance, staffing, training, critical spares, warranties, manuals, technical documentation and operating costs.	Dec 31, 2026	Open
76	Facilities	Grant Supported Equipment	Pursue only where an established operational need and eligible funding opportunity exist.	As Opportunities Arise	Open
77	Finance	Tariff Proceeding	Continue the PUC proceeding through final disposition.	Regulatory Schedule	Open
78	Finance	Tariff Implementation	Implement only the tariff adjustment actually approved.	Following PUC Approval	Open
79	Finance	Tariff Revenue Projections	Update revenue projections based on final approved tariff action.	Following PUC Approval	Open
80	Finance	Labor Charge-Out Analysis	Complete analysis and present findings and recommendation.	Dec 31, 2026	Open
81	Finance	Revenue Integrity	Maintain controls supporting complete and accurate revenue capture.	Ongoing	Open
82	Finance	Collections and Accounts Receivable	Maintain active collection and receivable management.	Ongoing	Open
83	Finance	Lease Billing	Maintain accurate and timely lease billing in coordination with Commercial.	Ongoing	Open
84	Finance	Job Costing	Maintain appropriate job and project cost accounting.	Ongoing	Open
85	Finance	Grant Reimbursements	Submit and track eligible grant reimbursements.	Ongoing	Open
86	Finance	Expenditure Control	Maintain expenditure controls consistent with budget and applicable authority.	Ongoing	Open
87	Finance	Debt Obligations and Capital Financing	Maintain debt-service and capital-financing responsibilities.	Ongoing	Open
88	Finance	Capital Financial Capacity	Assess financial capacity supporting planned capital requirements.	Dec 31, 2026	Open
89	Finance	Equipment Replacement Funding	Coordinate sustainable funding strategies for approved equipment replacement.	Ongoing	Open
90	Finance	One-Time and Recurring Funding	Distinguish one-time resources from sustainable recurring funding in financial decisions.	Ongoing	Open
91	Finance	Federal Asset Sustainability	Account for recurring costs associated with federally funded assets.	Ongoing	Open
92	Finance	EnterpriseOne / Financial Automation	Continue appropriate financial-system support and automation.	Ongoing / Project Schedule	Open
93	Finance	Compensation and Migration Review	Lead the financial and compensation analysis of the Port compensation structure and 2018 migration framework, with HR providing personnel and classification support.	ASAP	Open
94	Finance	Classification and Salary Structure Review	Review classifications, salary ranges and internal salary relationships as part of the overall analysis, with HR support.	ASAP / Component of Compensation Review	Open
95	Finance	25th to 30th Percentile Analysis	Evaluate fiscal and compensation implications of movement toward no more than the 30th percentile; analysis does not authorize automatic implementation.	ASAP / Component of Compensation Review	Open
96	Finance	Compensation Fiscal Analysis	Determine recurring fiscal impact and sustainable funding associated with compensation options.	ASAP / Component of Compensation Review	Open
97	Finance	Compensation Implementation Options	Present appropriate options based on analysis, legal/personnel requirements and sustainable funding.	Following Completion of Review	Open

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
98	Planning	Grant Execution	Execute awarded grants consistent with applicable requirements and schedules.	Ongoing / Grant Schedule	Open
99	Planning	Federal Reimbursement Coordination	Coordinate timely reimbursement requirements with Finance and project owners.	Ongoing	Open
100	Planning	Environmental Approvals	Coordinate required environmental approvals for applicable projects and grants.	Project / Grant Schedule	Open
101	Planning	Capital Needs Inventory	Maintain visibility over identified capital needs.	Ongoing	Open
102	Planning	Capital Prioritization	Prioritize capital needs based on operational necessity, risk, readiness and available funding.	Ongoing	Open
103	Planning	Master Plan Alignment	Maintain alignment of significant capital planning with the Port Master Plan.	Ongoing	Open
104	Planning	Three Additional Top Loaders	Advance the identified objective to secure funding for three additional top loaders.	Funding / Grant Schedule	Open
105	Planning	Other Critical Cargo Equipment Funding	Pursue funding only after an actual Port equipment need is established.	As Needs and Opportunities Arise	Open
106	Planning	Awarded vs. Pending Funding	Maintain clear distinction between awarded funding and pending opportunities.	Ongoing	Open
107	Planning	External Funding Obligations	Track material obligations associated with external funding.	Ongoing	Open
108	Planning	Grant Opportunity Reporting	Report material funding opportunities and required management decisions.	Ongoing / As Material	Open
109	CIP & Engineering	Administration of GM Established CIP Governance Process	Administer the formal CIP process after initial management determination by GM.	Ongoing	Open
110	CIP & Engineering	Project Initiation Documentation	Maintain appropriate project initiation documentation.	Ongoing	Open
111	CIP & Engineering	GM / Board Approval Thresholds	Route projects through applicable GM and Board approval requirements.	Ongoing	Open
112	CIP & Engineering	Divisional and End-User Coordination	Coordinate with requesting and end-user divisions throughout project development and delivery.	Ongoing	Open
113	CIP & Engineering	Technical Scope and Cost Estimating	Develop appropriate technical scopes and cost estimates.	Ongoing / Project Schedule	Open
114	CIP & Engineering	Project Scheduling and Milestones	Maintain realistic schedules and milestones.	Ongoing / Project Schedule	Open
115	CIP & Engineering	Project Risk and Change Management	Identify and manage material project risks and changes.	Ongoing / Project Schedule	Open
116	CIP & Engineering	Construction Monitoring and Contractor Performance	Monitor construction progress and contractor performance.	Ongoing / Project Schedule	Open
117	CIP & Engineering	Commissioning and Acceptance	Complete appropriate commissioning, testing and acceptance.	Project Schedule	Open
118	CIP & Engineering	Project Closeout and Decision Record	Complete project closeout and preserve material decision records.	Project Schedule	Open
119	CIP & Engineering	Lease Credit Governance	Establish appropriate controls for capital work proposed through lease credits.	Dec 31, 2026	Open
120	CIP & Engineering	Ship-to-Shore Crane Replacement Program	Advance the approved crane replacement program.	Project Schedule	Open
121	CIP & Engineering	Crane Technical and Operational Readiness	Coordinate technical, operational, training and infrastructure readiness.	Project Schedule	Open
122	CIP & Engineering	Owner's Agent Engineer Support	Advance OAE support through applicable procurement and project requirements.	Procurement / Project Schedule	Open
123	CIP & Engineering	OAE Divisional Coordination	Coordinate OAE work with affected divisions.	Ongoing / Project Schedule	Open
124	Procurement	Outstanding Formal Solicitations	Advance each solicitation through the applicable process with visibility over status, delays and next action.	Ongoing / Procurement Schedule	Open
125	Procurement	FY2027 Acquisition Planning	Identify significant known FY2027 procurements early enough for realistic schedules.	Oct 31, 2026	Open

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
126	Procurement	Critical Parts Procurement	Coordinate with Equipment Maintenance and requesting divisions based on established need.	Ongoing	Open
127	Procurement	Capital, Equipment and Technology Procurement Readiness	Ensure approved requirements are sufficiently developed before procurement.	Ongoing / Project Schedule	Open
128	Procurement	Federal Procurement Compliance	Maintain applicable federal procurement compliance.	Ongoing	Open
129	Procurement	Procurement Records	Maintain complete and retrievable procurement records.	Ongoing	Open
130	Procurement	Early Divisional Coordination	Coordinate early with requesting divisions on significant procurement requirements.	Ongoing	Open
131	Procurement	Contract Portfolio Management	Maintain a practical Port-wide view of active contracts, responsible division, term, value, material deliverables, expiration or renewal and matters requiring attention.	Dec 31, 2026	Open
132	Procurement	Contract Administration and Performance	Ensure responsible divisions administer actual contract performance and elevate material issues requiring Procurement or Legal action.	Ongoing	Open
133	Procurement	Contract Expiration and Continuity	Identify material contracts early enough for renewal, replacement or closeout without avoidable interruption.	Ongoing	Open
134	Procurement	Amendments and Material Contract Changes	Process amendments and material changes through appropriate Procurement, Legal, financial and approval requirements.	Ongoing	Open
135	Procurement	Temporary Staffing Services	Complete the revised temporary staffing procurement and contract structure consistent with GM direction, coordinating with HR and Legal as required.	ASAP	Open
136	HR	Temporary Staffing Classification and Qualification Controls	Verify the applicable Port classification and certify that temporary personnel meet required qualifications before placement.	Ongoing	Open
137	HR	Temporary Staffing Authorization	Process temporary staffing only upon GM authorization.	Ongoing	Open
138	HR	Temporary Staffing Personnel Controls	Perform HR classification, qualification verification and certification consistent with Port hiring practices.	Ongoing	Open
139	HR	Performance Evaluations	Maintain compliance with required employee performance evaluations and address delinquent evaluations.	Ongoing	Open
140	HR	Employee Certification Tracking	Maintain visibility over required licenses, certifications and expiration dates.	Ongoing	Open
141	HR	Personnel Pre-Audits	Continue appropriate review of personnel actions before implementation.	Ongoing	Open
142	HR	Vacancy Pool and Prioritization	Manage vacancies based on operational necessity, workload, funding, succession and institutional priorities.	Ongoing	Open
143	HR	Workforce Modernization	Evaluate workforce needs as equipment, technology and operational requirements change.	Ongoing	Open
144	HR	Skilled Trades Development	Continue development and recruitment of needed skilled trades and technical personnel.	Ongoing	Open
145	HR	Training and Professional Development	Continue practical training, cross training, professional development and succession based on actual needs.	Ongoing	Open
146	HR	Education and Vocational Partnerships	Explore partnerships only where they support an identified Port workforce need.	As Opportunities Arise	Open
147	General Administration	Central Document Management	Continue development of a practical centralized approach for maintaining and retrieving important institutional records.	Mar 31, 2027	Open
148	General Administration	Standardized Records Practices	Establish consistent expectations for organization, retention and accessibility of significant administrative records.	Dec 31, 2026	Open

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
149	General Administration	Administrative Routing	Continue improving routing and follow-through without creating unnecessary additional processes.	Ongoing	Open
150	General Administration	Policy Archive	Establish a reliable central repository for current Port policies, directives and controlling administrative documents.	Dec 31, 2026	Open
151	General Administration	Current and Superseded Policy Identification	Distinguish current documents from superseded or obsolete versions.	Mar 31, 2027	Open
152	General Administration	Management and Board Decision Records	Maintain retrievable records of significant management decisions, Board actions and evidence of implementation or closeout.	Ongoing	Open
153	General Administration	Institutional Records	Preserve significant contracts, approvals, directives and institutional records in an organized and retrievable manner.	Ongoing	Open
154	Safety	Safety Training Redundancy	Maintain sufficient trained personnel so critical safety functions do not depend on a single employee.	Ongoing	Open
155	Safety	Waste and Surveyed Equipment Disposal Coordination	Coordinate safety and environmental requirements associated with disposal while responsible divisions retain ownership of their assets.	Ongoing	Open
156	Safety	Operational Safety Roles	Confirm Safety's role and divisional responsibilities for significant operational safety matters.	Oct 31, 2026	Open
157	Safety	Corrective Action Management	Track material safety findings, incidents and required corrective actions through documented disposition.	Ongoing	Open
158	Safety	Emergency Response Institutionalization	Document and maintain practical response procedures based on lessons learned from actual Port emergencies and disruptions.	Dec 31, 2026	Open
159	Safety	External Responder Coordination	Maintain coordination with GFD, USCG and other appropriate responders.	Ongoing	Open
160	Safety	Emergency Activation Procedures	Confirm notification, escalation, activation and coordination procedures for significant Port emergencies.	Dec 31, 2026	Open
161	Safety	Emergency Preparedness	Maintain readiness through appropriate planning, exercises, training and review of actual incidents.	Ongoing	Open
162	Port Police	Port Police Staffing	Evaluate staffing against security requirements, posts, workload, overtime and operational coverage and identify justified actions.	Dec 31, 2026	Open
163	Port Police	Overtime Management	Monitor overtime against actual security and operational requirements.	Ongoing	Open
164	Port Police	Leadership Development and Succession	Develop command depth and continuity.	Ongoing	Open
165	Port Police	Command Communication	Maintain clear communication and accountability through the chain of command.	Ongoing	Open
166	Port Police	Security Action Records	Maintain appropriate documentation of significant security actions, incidents and follow-up.	Ongoing	Open
167	Port Police	Security Equipment Planning	Identify equipment requirements based on demonstrated security and operational needs.	Ongoing	Open
168	Port Police	Facility Security Plan Governance	Maintain compliance with the approved FSP and applicable MTSA security requirements.	Ongoing	Open
169	Port Police	H-Wharf Security	Maintain required security controls when H-Wharf is activated or used for cargo operations.	Ongoing / Operational Requirement	Open
170	Port Police	Activities Outside Existing FSA/FSP	Ensure proposed operations outside established security arrangements receive required review and authorization.	Ongoing	Open

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
171	Port Police	Security Approval Chain	Maintain appropriate Port and external approval requirements for security-sensitive operational changes.	Ongoing	Open
172	Port Police	Drone Capability	Continue lawful drone capability where it supports an established security or operational requirement.	Ongoing / As Needed	Open
173	Port Police	Port Security Grant	Execute awarded security grant activities and pursue additional eligible funding where supported by an identified need.	Grant Schedule	Open
174	Port Police	Port Police Hazard Duty Compensation	Complete legal, operational and fiscal evaluation, including eligibility, qualifying duties and conditions, methodology, proposed rates, administrative controls and fiscal impact, and prepare appropriate Board action before implementation.	ASAP	Open
175	IT	Terminal Operating System Implementation	Continue TOS implementation through configuration, testing, training, integration, acceptance and operational deployment.	Project Schedule	Open
176	IT	TOS Governance and Ownership	Confirm responsible management ownership, divisional roles, decision authority and accountability.	Oct 31, 2026	Open
177	IT	Dedicated TOS Responsibility	Determine and formalize appropriate dedicated IT or organizational responsibility for ongoing TOS implementation and administration.	Oct 31, 2026	Open
178	IT	TOS Workflow Validation	Affected divisions validate workflows before implementation.	Project Schedule	Open
179	IT	TOS Testing and Training	Complete appropriate testing and user training before production deployment.	Project Schedule	Open
180	IT	TOS Billing Integration	Validate integration of operational activity with Finance billing and revenue controls.	Project Schedule	Open
181	IT	TOS Adoption and Performance	Monitor adoption, operational performance and material implementation issues after deployment.	Following Deployment / Ongoing	Open
182	IT	Cybersecurity	Continue cybersecurity controls, monitoring, modernization and response capability.	Ongoing	Open
183	IT	Workstation Replacement	Continue planned replacement based on condition, security, supportability and operational need.	Ongoing / Replacement Schedule	Open
184	IT	EnterpriseOne Support and Automation	Continue support and appropriate automation of financial and administrative processes.	Ongoing / Project Schedule	Open
185	IT	Wireless and Core IT Infrastructure	Complete approved infrastructure improvements and maintain reliable network capability.	Project Schedule	Open
186	IT	IT Succession and Internal Capability	Build internal technical capability, cross training and continuity for critical IT functions.	Ongoing	Open
187	Commercial	Guam Shipyard	Advance and close outstanding lease, compliance, documentation or other Commercial matters requiring Port action.	Ongoing / Transaction Schedule	Open
188	Commercial	IP&E	Advance and close outstanding Commercial matters and required documentation.	Ongoing / Transaction Schedule	Open
189	Commercial	Black Construction	Advance and close outstanding Commercial matters and required documentation.	Ongoing / Transaction Schedule	Open
190	Commercial	Aqua World	Advance and close outstanding Commercial matters and required documentation.	Ongoing / Transaction Schedule	Open
191	Commercial	Atlantis	Advance and close outstanding Commercial matters and required documentation.	Ongoing / Transaction Schedule	Open

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
192	Commercial	TriStar	Advance and close outstanding Commercial matters and required documentation.	Ongoing / Transaction Schedule	Open
193	Commercial	Emerald	Complete remaining boundary, GPA easement and access, documentation and execution requirements under current GM and Legal direction.	ASAP	Open
194	Commercial	Outstanding Appraisals	Identify outstanding required appraisals and complete or materially advance them so they do not unnecessarily delay transactions.	ASAP	Open
195	Commercial	Marina Utilities	Continue required utility coordination and applicable approval processes.	Regulatory / Project Schedule	Open
196	Commercial	Marina Infrastructure	Advance identified marina infrastructure requirements based on approved priorities and available funding.	Project / Funding Schedule	Open
197	Commercial	Lease Completion and Transaction Timelines	Manage realistic timelines for active lease and commercial transactions and escalate material delays.	Ongoing	Open
198	Commercial	Tenant Compliance and Lease Enforcement	Monitor material lease requirements and address noncompliance through appropriate Commercial and Legal processes.	Ongoing	Open
199	Commercial	Revenue Enhancement	Identify and pursue lawful revenue opportunities consistent with Port property, tariff, operational and regulatory requirements.	Ongoing	Open
200	Commercial	Fair Value and Operational Compatibility	Ensure proposed transactions receive appropriate valuation and operational review.	Ongoing	Open
201	Commercial	Billing and Receivables Coordination	Coordinate with Finance on lease billing, adjustments, receivables and material account issues.	Ongoing	Open
202	Commercial	Commercial Transaction Accountability	Maintain clear ownership, next action and escalation for significant pending commercial transactions.	Ongoing	Open
203	Commercial	Commercial Division Execution and Closeout	Maintain active accountability for significant leases, property matters, appraisals, tenant compliance, marina matters and revenue-related actions; identify responsible party, next action, impediment and expected disposition and escalate dependencies.	Ongoing / Monthly	Open
204	Harbor Master	Marina Infrastructure and Dredging	Identify and advance Harbor Master requirements associated with marina dredging, navigation and related marine infrastructure.	Project / Funding Schedule	Open
205	Harbor Master	Marina Funding and Execution Coordination	Coordinate with Planning, CIP & Engineering, Commercial and other responsible divisions on funded marina projects.	Ongoing / Project Schedule	Open
206	Harbor Master	Berth Planning and Vessel Windows	Coordinate with Operations on berth assignments, vessel schedules, conflicts and predictable vessel windows where practical.	Ongoing	Open
207	Harbor Master	Construction and Capital Project Impacts	Identify marine operational impacts early enough to address berth, navigation and vessel-access requirements.	Ongoing / Project Schedule	Open
208	Harbor Master	Navigation and Waterway Coordination	Maintain coordination concerning navigation safety, aids to navigation, waterway conditions and vessel movements.	Ongoing	Open
209	Harbor Master	Marine Security Coordination	Coordinate marine operational requirements with Port Police, USCG and other appropriate entities.	Ongoing	Open
210	Harbor Master	Harbor Master Succession and Cross Training	Maintain organizational depth and cross training for critical functions.	Ongoing	Open

#	Lead	Matter / Deliverable	Required Execution / Closeout Measure	Target Date	Status
211	Harbor Master	Marine Incident and Navigation Follow Through	Ensure significant navigation, vessel, berth and waterway issues have identified responsibility, coordination and documented disposition.	Ongoing	Open
212	Legal	Contract Administration and Enforcement Framework	Clarify responsibilities of administering divisions, Procurement and Legal for contract performance issues, enforcement, amendments and remedies.	Dec 31, 2026	Open
213	Legal	Lease and Commercial Documentation	Provide timely legal review and support for significant leases, amendments, easements and other commercial instruments.	Ongoing	Open
214	Legal	Procurement Legal Review	Provide legal review at the appropriate stage without assuming Procurement's responsibility.	Ongoing	Open
215	Legal	Capital Project Legal Review	Address material legal, contractual, property and regulatory issues affecting capital projects when required.	Ongoing / Project Schedule	Open
216	Legal	Regulatory Matters	Provide legal support for PUC, federal, territorial and other regulatory matters affecting the Port.	Ongoing / Regulatory Schedule	Open
217	Legal	Contract Life-Cycle Legal Support	Support responsible divisions on material interpretation, default, enforcement, amendment, dispute and closeout matters.	Ongoing	Open
218	Legal	Institutional Legal Capacity and Continuity	Maintain sufficient internal legal capability, records and continuity.	Ongoing	Open
219	Cross-Divisional Governance	Federal Investment Sustainability	Lead: Planning. Support: Finance, CIP & Engineering, Procurement and the eventual operating/maintaining division. Account for maintenance, staffing, training, compliance and long-term operating requirements.	Ongoing	Open
220	Cross-Divisional Governance	Safety and Security Modernization	Leads: Safety and Port Police for their respective disciplines. Support: CIP & Engineering, IT, Operations and affected divisions.	Ongoing	Open
221	Cross-Divisional Governance	Operational Redundancy	Lead: Respective DGM. Each Division Head identifies material single points of failure; DGM ensures corrective action and escalation.	Ongoing	Open
222	Cross-Divisional Governance	Customer Service Outcomes	Lead: Respective DGM. Affected divisions measure practical customer-service outcomes within their areas.	Ongoing	Open
223	Cross-Divisional Governance	Institutional Continuity	Lead: GM. DGMs and Division Heads document and institutionalize critical processes within their areas.	Ongoing	Open
224	Cross-Divisional Governance	Performance Measures	Lead: GM. DGMs and Division Heads establish practical measures for significant initiatives and report results.	Ongoing	Open
225	Cross-Divisional Governance	Corrective Action Reporting	Lead: Respective DGM. Division Head owns corrective action; DGM follows through disposition and elevates unresolved matters to GM.	Ongoing / Quarterly	Open