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

September 9, 2026

Memorandum

To: Annie L.G. Sablan, Acting Procurement Manager
Shawn B. Cepeda, Personnel Services Administrator
Anisia S. Delia, Personnel Specialist IV, Person in Charge of HR
Jose G. Guevara, Chief Financial Officer
Bernadette Sterne, Marketing Manager
Joe G. Javellana, III, Chief Planner
Margret Duenas, Management Analyst (GM's Office)
Atty. Jessica L. Toft, In-House Legal Counsel

From: Rory J. Respicio, General Manager

Subject: Procurement Planning Meeting - FY2027 Management, Organizational and Process Improvement Assessment

Buenas yan Hafa Adai! With the Board's adoption of the Port Authority of Guam FY2027 Budget Act, and consistent with the institutional direction established through Look Ahead 2026, I am directing that we convene a procurement planning meeting to begin development of an independent Management, Organizational and Process Improvement Assessment.

Look Ahead 2026 establishes our continuing direction as the Port moves from recovery and reform toward sustained execution, modernization, and institutional durability. It emphasizes operational reliability, workforce continuity, financial discipline, governance, compliance, succession, cross-training, standardized reporting and escalation, and systems capable of enduring changes in personnel and leadership.

The FY2027 Budget Act builds upon this direction through Board-approved requirements and authorities involving organizational capacity, vacancy and position management, performance accountability and multi-year planning, equipment and asset life cycle management, procurement and contract administration, technology modernization, financial stewardship, organizational alignment, and institutional continuity. The FY2027 Budget Narrative makes clear that the objective is not simply a larger organization, but a more capable one.

The purpose of the procurement planning meeting is to determine the appropriate procurement approach and establish the parameters for a scope of services that will independently assess whether the Port's organizational structure, workforce capabilities, management systems, significant business processes, controls, and allocation of responsibilities are appropriately aligned with our present and anticipated requirements.

The proposed assessment should be developed around several fundamental principles. It should identify effective practices that should be preserved and institutionalized; identify organizational, workforce, management, or process gaps requiring corrective action; eliminate unnecessary or duplicative processes where appropriate; simplify and standardize workflows; identify appropriate opportunities for automation and technology; clarify accountability and decision authority; strengthen succession, cross-training, and institutional knowledge transfer; and establish meaningful measures and controls capable of sustaining improvements.

The assessment should not begin with a predetermined conclusion that the Port needs additional employees, fewer employees, outsourcing, or organizational restructuring. Recommendations should follow from evidence, demonstrated operational requirements, identified process deficiencies, and an understanding of the Port's legal, financial, personnel, operational, and institutional requirements.

Likewise, matters that management can implement directly under authority already provided by the Board should not automatically be assigned to a consultant for further study. Where the Board has already established sufficient direction and management has the authority and capability to act, we should proceed with implementation rather than unnecessarily procure additional analysis. The Capital Improvement Program governance process authorized in the FY2027 Budget Act is one example of a matter that can proceed separately and immediately.

The procurement planning meeting should, at minimum, address the proposed scope of services, procurement method, available funding, anticipated contract term, consultant qualifications, required deliverables, evaluation considerations, project schedule, access to Port information and personnel, confidentiality and independence requirements, and the respective responsibilities of the Port officials and divisions participating in the procurement and subsequent assessment.

The development of this procurement will be a collective committee effort. Each member is expected to contribute within their respective area of responsibility and to participate in the review and development of the scope of services, procurement strategy, and solicitation documents. The committee shall work collaboratively to ensure that the procurement reflects the institutional objectives established through Look Ahead 2026 and the FY2027 Budget Act.

Look Ahead 2026 and the FY2027 Budget Act shall serve as foundational reference documents for this effort. Our purpose is not to engage a consultant to establish a new strategic direction for the Port. The Board and management have already established that direction. The purpose of this assessment is to independently determine whether our organization, workforce, systems, and processes are properly positioned to execute and sustain it.

Thank you for your continued cooperation as we work to institutionalize the progress we have made and strengthen the Port's capacity for the responsibilities ahead. *Si Yu'os Ma'ase!*

CC: Deputy General Managers
All Division Heads
Board of Directors (for informational purposes)