








CRITERION	DATA	YEARS			Trend	Remarks
		FY18	FY19	FY20		
1.1 Reliability of water and wastewater systems						
1.1.1 Reduction in frequency/duration of outages	1. Main breaks per month	6	5.59	2.75		Average monthly by FY
	2. Post-storm outages (avg days/location)	1.86	1.5	0		Maximum weighted average days per storm
	3. Post-storm outages (max day duration all loc'ns)	4	2	0		Maximum duration all storms
1.1.2 Water Booster Pump Station reliability	1. WBPS Operability (%)	93.7%	94.8%	97.1%		% of WBPS pumps operational
1.1.3 Reduction in frequency/duration of SSOs	1. SSOs per month	10	14	7		Averages are per CY as reported to EPA; FY20 numbers reflect 9 mos. Only
1.1.4 Sewer Pump Station reliability	1. SPS Operability (%)	85.8%	84.7%	87.2%		% of WWPS pumps operational
1.1.5 Production wells reliability	1. Active wells per month	96	99	95		Monthly averages by FY
	2. Standby wells per month	4	6	9		Monthly averages by FY
1.1.6 WWTP Reliability	1. WWTP Upgrades Completes for NDPEs Compliance	20%	25%	50%		Percentage of WWTPs upgraded
1.1.7 Maintain service pressure levels	1. Narrative - PZR Plan / Mgmt					
	2. Low/No pressure calls (calls/month)	22	15	32		

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1.2 Compliance of water and wastewater systems						
1.2.1 Compliance with drinking water standards	1. number of NOVs per year 2. CCR/DWQ report results	0 On time	0 On time	0 On time		
1.2.2 Compliance with effluent discharge permit requirements	1. Narrative - Secondary Upgrades					
1.2.3 Maintain internal QA/QC processes	1. Narrative - Internal Compliance Off.					
1.2.4 Customer compliance programs	1. FOG: inspections per year (include re-inspections) 2. FOG: SSOs due to FOG by year 3. CCCP: inspections per year 4. CCCP: NTC and NOV issued by year	516 60 30 11	332 85 64 46	91 51 60 18		Total by CY, 2020 thru Sep - Includes re-inspections; *FY20: COVID-19 impact Total by CY - 2020 thru Sep; *FY20: COVID-19 impact
1.2.5 Meet Court Order / Consent Decree Requirements	1. C.O. Performance (%) 2. Items completed by year	97.8% 91	98.9% 92	98.9% 92		

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1.3 Systems Safety, Security, Resiliency						
1.3.1 Improve physical security	1. theft incidents by year	24	52	16		Copper wire thefts spiked in 2019
1.3.2 Improve cybersecurity	1. employees trained by year	257	262	39		*FY20: COVID-19 impacts
	2. cyber incidents reported by year	1	2	1		
	3. 2018 Cyber Assessment Findings resolved	19%	60%	71%		
1.3.3 Ensure safe work environment	1. OSHA Report info by year	3	2	2		OSHA Reportable Incidents
1.3.4 Maintain Emergency Response Plan and readiness	1. Narrative - ERP					
	2. Emergency Response Plan Review/Update	Review	Review	Review & Updated		
1.3.5 Maintain Continuity of Operations Plan and readiness	1. Narrative - COVID-19 COOP					
	2. COOP Review/Update			Updated		
1.3.6 Improve water resource/aquifer protection	1. Narrative - NGLA/OGAMP program					
	2. WERI CWMP participation/report	Monitoring	Monitoring	Monitoring/Report		Santa Rita Springs report issued

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1.4 Capital Improvement Program / System Renewals						
1.4.1 Update Water Resource Master Plan	1. WRMP Review/Update 2. 5-Yr CIP	Updated Updated	Review New 5-yr Plan	Review updated		
1.4.2 Achieve Target CIP Spending Plan	1. CIP expended by year 2. Narrative - annual IFCIP renewals	\$45.9M (CIP*: \$71.9M)	\$156M (CIP*: \$29.5M)	\$40.8M (CIP: \$112M)		* 2017 CIP Update targets; CIP for FY20 is from FY20-24 CIP as Adopted by CCU
1.4.3 Achieve Water System Expansion Goals	1. Narrative - Line replacements 2. ACP Pipe replacement spending 3. 2-inch Galv. Pipe replac't spending	n/a n/a	n/a n/a	n/a NO		Scheduled for FY22 start \$2.73M scheduled for FY20
1.4.4 Achieve WW System Expansion Goals	1. Narrative - Septic tank elimin/SCRF 2. Septic Tank Elimination Program spending 3. Sewer Connection Revolv'g Fund - active accts	n/a	n/a	n/a		Scheduled for FY22 Start 2 loans FY15; 1 Loan FY20; bal: \$67,809
1.4.5 Achieve NRW / Water Loss Reduction Goals	1. Narrative - WL Control Program, audit, etc					
	2.a. AWWA Water Audit %NRW by year	47%	43%	40%		%NRW = (WL+UU+UM)/WS
	2.b. AWWA Water Audit % Real Losses by year	37%	32%	27%		%RL = (WL-AL)/WS
	3. Leak Repair WO Backlog 2016-current	70	9	6		Average Daily Leak WO Backlog

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1.5 Long-Term Strategic Objectives						
1.5.1 Advance GWA-DoD System integration	1. Narrative - One Guam					
1.5.2 Improve Investment-grade credit ratings	1. Moody's ratings by year 2. S&P ratings by year 3. Fitch ratings by year	Baa2 A- BBB-	Baa2 A- BBB-	Baa2 A- BBB	Level Level Upgrade	
1.5.3 Balance long term debt financing & revenue financing	1. Ratio of Bond \$/IFCIP \$ by year 2. Bond \$ spend by year 3. IFCIP \$ spend by year 4. Annual Asset Renewal Goal \$ vs IFCIP \$ by yr	12.58 59,623,532 4,737,767 \$14.0M / \$4.7M	16.00 52,484,281 3,280,010 \$15.0M / \$3.3M	9.37 27,438,855 2,927,375 \$3.0M / \$2.9M		
1.5.4 Improve maintain affordability of service	1. average annual bill by year 2. Water/Sewer Bill as % of MHI by year 3. Narrative - affordability study	\$1,100 2.28%	\$1,104 2.29%	\$1,204 2.49%		
1.5.5 Improve maintain liquidity and reserves	1. Days cash goal vs actual by month	344 / 339	359 / 383	389 / 470		
1.5.6 Achieve personnel compensation migration objectives	1. Market percentile goal vs actual by year	10%/10%	20%/ not implemented	20%/ not implemented		

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2.0 Finance						
2.1. Financial Capacity to meet operational needs	1. Revenue budget to actual by year	\$111.9M / \$108.7M	\$112.7M / \$111.9M	\$105.0M / \$96.8M		
2.2. Manage operation expenses to meet budget levels	1. O&M expenses budget to actual by year	\$84.5M / \$86.5M	\$89.0M / \$84.9M	\$85.4M / \$78.7M		
2.3. Meet/Exceed minimum debt service coverage targets	1. DSCR goal vs actual by year	1.73	1.51	1.30		
2.4. Maintain cash reserve fund levels	1. Unrestricted cash reserve goals vs actual by year 2. Specific reserve fund target vs actual by year	\$2.9M / \$3.9M \$24.7M / \$25.0M	\$4.8M / \$5.0M \$25.0M / \$25.5M	\$2.5M / \$5.6M \$25.0M / \$25.7M		
2.5. Identify cost efficiencies / reduce waste	1. Narrative - cost efficiencies / waste reduction					
3.0 Human Resource Management						
3.1. Improve recruitment and retention	1. Average days to fill position	NA	72	49		
	2. Average Monthly FTE vacancies	63	48	29		
3.2. Improve / Maintain succession planning	1. Narrative - succession planning					
3.3. Improve employee satisfaction / pride	1. Employee survey results	Baseline 2017	no update	no update		
3.4. Enhance employee training & development	1. In-house training for employees by year	12	13	5		
	2. Number of GEPA Certified employees by year	79	80	84		
3. Narrative - GEPA/UOG/AWWA-HIWPS						*FY20: COVID-19 impact
4.0 Information Management						
4.1. Public filing requirements	1. GWA Annual report filing dates by year	Filed in Feb/Mar 2020				
	2. USEPA Annual WQR filing dates by year	Jun-19	May-20	No data yet, to be filed 2021		
	3. OPA CCR filing dates by year	Jun-19	Jul-20	No data yet, to be filed 2021		
	4. Bond/DAC filing dates by year/Qtr	Jun-18	Jun-19	Jun-20		
4.2. Improve accuracy of public / media communications	1. Narrative - Communications					
	2. SCC/Dispatch SMS text issuances by month	11	17	16		
4.3. Broaden Public Outreach for GWA CIP and System Improvements	1. No. of WRMPU public meetings	6	0	0		
	2. No. of 5-YR FP & CIP public meetings	0	6	0		
3. Narrative - see item 4.2						
4.4. Maintain/enhance management reporting to CCU	1. Narrative					
4.5. Meet all compliance reporting requirements	1. Court Order Report filing dates by year/Qtr	100% (4x a year)	100% (4x a year)	100% (4x a year)		Monthly Average by FY