

Top 25 GWA Accomplishments Over the Period 2016-2020

As requested by Commissioner J. Guthertz

Operations

1. Establishment of critical inventory and re-order setpoint for Production Division (deep well pumps and motor inventory)
2. Establishment of critical inventory and re-order setpoints for WW Collection Division
3. Establish independence in Water System Control Center (WSCC) operations and water reservoir level management (artificial restriction on reservoir levels at 5-ft max by former Commissioner)
4. Implementation of Asset Management System / Computerized Maintenance Management System (CMMS)
5. Successful "Proof of Concept" for GWA-Navy water system interoperability at the Tumon Maui Well facility - GWA operating the facility to Navy Standards
6. Improvement in leak repair times and work order backlog elimination (90% reduction - from over 200 W.O.s open at end of each day to less than 20 W.O.s)
7. Improvement in GWA's operating fleet:
 - a. 5-yr Vehicle Replacement program: replacement of aging light fleet vehicles, adding additional new inventory and retiring vehicles ready to be surveyed
 - b. Long-Term Equipment Lease: procured three-sets of heavy equipment combinations (backhoe-trailer-dump truck) on long-term lease with maintenance included, to increase equipment reliability and provide resources necessary to leak repair crews to maintain performance
 - c. Additional Combination-trucks: procured 3 additional combination trucks (2 new, 1 used) to increase availability of equipment required for continued sewer maintenance efforts and to support CCTV
0. Investigated, Analyzed and Resolved GWA's 2nd Major Meter Failure (Badger LP Meter Failures)

Capital Improvement Program

9. Achieved release and expenditure of backlog of US EPA SRF Grant funds (~\$60M) and restored EPA's confidence in GWA Management
10. Implementation of Standard Contract format (EJCDC) for A-E Services and Construction; streamlined contract procurement and reduced risk using industry standard contracts
11. Securing DOD - Office of Economic Adjustment Grant Funding for Guam Water/Wastewater Improvements (\$173M)
 - a. Convincing DOD that GWA should be the Grantee (as opposed to NavFac)
 - b. Maintaining schedule despite delays by
 - i. OEA - in releasing the grants
 - ii. EPA - in completing NEPA documentation
 - iii. Federal permitting and clearance entities
 - . Project 1: Sewer Interceptor Route 3/Route 9 - completed on schedule and under budget
 - a. Project 2: Northern District WWTP Secondary Upgrades :
 - i. Successfully negotiated and secured property purchase

1. Legislative approval secured through work with oversight chair
 2. Ancestral Lands Commission approval despite contentious Commission proceedings
 3. Property appraisals strategy saved \$845k
- . Construction contract: in progress (approximately 20% complete) and on schedule
- b. Project 3: NGLA Monitoring Wells Expansion - in procurement
 - c. Project 4: NDWWTP Outfall Diffuser - under contract despite significant procurement difficulties and budget shortfall; financed through savings in other projects
12. Oversaw the successful completion of GWA's 20-yr Water Resources Master Plan

Training and Personnel

13. Partnering with AWWA - Western Pacific Subsection, Guam EPA and UOG to implement computer-based Water and Wastewater Operating Certification Testing; allows for more frequent testing and immediate pass/fail results (previously testing only occurred once/year and 8-week notification period for pass/fail).
14. Expansion of GWA's Training Program: Improved training for GWA personnel
- a. New employee "on-boarding" process to include Employee Orientation Training
 - b. TAP-Grant funded training for:
 - i. Leak Detection
 - ii. Combination-Truck Operation and Maintenance
 - c. NASSCO Training for:
 - i. Pipe Inspection Program (CCTV)
 - ii. Manhole Inspection
 - iii. CIPP Inspection
15. Reinstated regular random drug testing procedures

Administration / Finance

16. Successfully concluded three bond issuances to advance GWA's Capital Improvement Program and achieve significant debt service savings
- a. Series 2016 Bonds (new money): Par Value: \$143,310,000
 - b. Series 2017 Refunding Bonds: Par Value: \$107,660,000
 - c. Series 2020A Bonds (new money): Par Value \$134,000,000
17. Coordinated DLM-AG's Office action to correct title to NDWWTP in Guam Superior Court
18. Recommended and achieved adoption of a revised and clarified debt service coverage policy for GWA financial performance
19. Recommended and achieved adoption of a revised liquidity policy for GWA financial performance
20. Re-established and formalized proper function of the Internal Audit Division and provided additional staffing/support
21. Successfully negotiated perpetual easements in favor of GWA for valuable high-production well sites Y-18, Y-19, and Y-20 located on US Government property which reverted to the US Government because of material breach by the Government of Guam, Department of Education; negotiations included US DOE, US GSA and US DOD.

Compliance and Regulatory

22. Successfully managed PFAS contamination issue at NAS-1, which included:
 - a. negotiating the acquisition of un-used GAC treatment system from GIAA
 - b. Rehabilitation and activation of GAC treatment system
 - c. Negotiation of temporary connection to GIAA water system to avoid service interruption to Tiyan area, including affected business, government agency and school facilities
23. Successfully and proactively managed regulatory and public notification requirements resulting from the PFAS impacts to several GWA production wells
24. Continued confidential negotiations on potential Consent Decree with US Department of Justice and US Environmental Protection Agency
25. Presented and defended 5-year Financial Plan and CIP before the Public Utilities Commission, including a contentious negotiation and stipulation process with difficult PUC Consultants