

FY2023 GWA GM Performance Evaluation Summary

CRITERION	DATA	SOURCE / REFERENCE	YEARS					Trend	Remarks
			FY18	FY19	FY20	FY21	FY22		
1.1 Reliability of water and wastewater systems									
1.1.1 Reduction in frequency/duration of outages	1. Main breaks per month	SCC (Geigy/Karen)	6	5.59	2.75	5.9	3	2	<p>Average monthly by FY Note: for Mawar, a few areas did not lose water at all, and the outage duration in other villages ranged from 3-days to 29-days</p>
	2. Post-storm outages (avg days/location)	SCC (Geigy/Karen)	1.86	1.5	0	0	0	14.7	
	3. Post-storm outages (max day duration all lo	SCC (Geigy/Karen)	4	2	0	0	0	29	
1.1.2 Water Booster Pump Station reliability	1. WBPS Operability (%)	GM Reports	93.7%	94.8%	97.1%	95.1%	93.1%	95.4%	% of WBPS pumps operational; FY21 performance affected by ongoing Tank Bypass work, and power issues
1.1.3 Reduction in frequency/duration of SSOs	1. SSOs per month	Compliance/Ops (PK/VP)	10	14	7	4.1	6.3	5.9	2018-20 Averages are per CY as reported to EPA; FY21-22 per GM reports
1.1.4 Sewer Pump Station reliability	1. SPS Operability (%)	GM Reports	85.8%	84.7%	87.2%	89.8%	87.4%	86.8%	% of WWPS pumps operational
1.1.5 Production wells reliability	1. Active wells per month	Ops (Garrido)	96	99	95	93	93	89	Monthly averages by FY
	2. Standby wells per month	Ops (Garrido)	4	6	9	5	2	1	Monthly averages by FY
1.1.6 WWTP Reliability	1. WWTP Upgrades Completes for NDPES Compliance	Compliance/Ops (PK/DF)	20%	25%	50%	75%	75%	75%	Percentage of WWTPs w NPDES upgraded; NDWWTP/U-M/ASR Secondary Upgrades complete
1.1.7 Maintain service pressure levels	1. Narrative - PZR Plan / Mgmt	MCB to provide							
	2. Low/No pressure calls (calls/month)	SCC / Dispatch (Geigy/Jonathan)	22	15	32	28.5	37	31	

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1.2 Compliance of water and wastewater systems										
1.2.1 Compliance with drinking water standards	1. number of NOV's per year	Compliance (PK/EDL)	0	0	0	0	0	0		
	2. CCR/DWQ report results	Compliance (PK/EDL)	On time	On time	On time	On time	On Time	On Time		
1.2.2 Compliance with effluent discharge permit requirem	1. Narrative - Secondary Upgrades	Compliance (PK/EDL)								
1.2.3 Maintain internal QA/QC processes	1. Narrative - Internal Compliance Off.	MCB to provide								
1.2.4 Customer compliance programs	1. FOG: inspections per year (include re-inspec	Compliance (EDL/MS)	516	332	91	156	138	196		Total by FY- Includes re-inspections; *FY20: COVID-19 impact 2018-20 Averages are per CY as reported to EPA; FY21-22 per GM reports
	2. FOG: SSOs due to FOG by year	Compliance (EDL/MS)	60	85	51	49	31	20		
	3. CCCP: inspections per year	Compliance (EDL/VC)	30	64	60	97	77	47		
	4. CCCP: NTC and NOV issued by year	Compliance (EDL/VC)	11	46	18	53	49	36		
1.2.5 Meet Court Order / Consent Decree Requirements	1. C.O. Performance (%)	GM Reports	97.8%	98.9%	98.9%	98.9%	98.9%	98.9%		
	2. Items completed by year	Compliance (PK/EDL)	91	92	92	92	92	92		
1.3 Systems Safety, Security, Resiliency										
1.3.1 Improve physical security	1. theft incidents by year	Safety (WT)	24	52	16	14	12	18		Copper wire thefts spiked in 2019
1.3.2 Improve cybersecurity	1. employees trained by year	IT / HR (Maryann)	257	262	39	317	349	341		Cybersecurity Training
	2. cyber incidents reported by year*	IT (MA/Ces)	1	2	1	0	0	0		
	3. 2018 Cyber Assessment Findings resolved	IT (MAP)	19%	60%	71%	77%	84%	90%		
1.3.3 Ensure safe work environment	1. OSHA Report info by year	Safety (WT)	3	2	2	3	2	2		OSHA Reportable Incidents
1.3.4 Maintain Emergency Response Plan and readiness	1. Narrative - ERP	MCB to provide								
	2. Emergency Response Plan Review/Update	Safety/Ops (PK/VP)	Review	Review	Review & Updated	Review & Updated	Review	Update in Progress		Post Mawar Review/Update
1.3.5 Maintain Continuity of Operations Plan and readine	1. Narrative - COVID-19 COOP	MCB to provide								
	2. COOP Review/Update	AGMA/S - AGM-Ops			Updated	none	none	Update in Progress		Post Mawar Review/Update
1.3.6 Improve water resource/aquifer protection	1. Narrative - NGLA/OGAMP program	MCB to provide								
	2. WERI CWMP participation/report	Compliance (PK-VL)	Monitoring	Monitoring	Monitoring/Report	Monitoring/Well CIP	Monitoring/CIP/MO	Monitoring/CIP/MOA		NGLA New/Rehab wells 100%; OGRWIP MOA Executed and in place

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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	MCB AGM-Eng	Updated Updated	Review New 5-yr Plan	Review updated	Review/contract* Review/updated	Update on-going Review/updated	Update on-going Review/Updated		5-Yr WRMP update on-going For FY24 True-up
1.4.2 Achieve Target CIP Spending Plan	1. CIP expended by year 2. Narrative - annual IF/ICIP renewals	Engineering (Engineering Report) MCB to provide	\$45.9M (CIP*: \$71.9M)	\$156M (CIP*: \$29.5M)	\$40.8M (CIP: \$112M)	\$84.5M (CIP**:\$51.8M)	\$73.5M (CIP**\$52.6M)	\$23.8M (CIP**:\$64.1M)		* 2017 CIP Update targets; CIP for FY20 is from FY20-24 CIP as Adopted by CCU; **CIP for FY21 is from adjusted FY20-24 CIP post 2020A Bonds
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	MCB to provide AGM-Eng / CIP line item AGM-Eng / CIP line item	n/a n/a	n/a n/a	n/a NO	n/a NO	ID-IQ issued ID-IQ issued	ID-IQ awarded ID-IQ awarded		Scheduled for FY22 start Scheduled \$2.73M FY20; \$1.4M FY21
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 acc	MCB to provide AGM-Eng / CIP line item AGM-Eng / CFO	n/a 2	n/a 2	n/a 3	A/S completed 3	1st Project under design 3	\$1.2M encumbered; 3		A/S Completed; Adacao Project started FY22 (design); \$1.2M for design contract
1.4.5 Achieve NRW / Water Loss Reduction Goals	1. Narrative - WL Control Program, audit, etc 2.a. AWWA Water Audit %NRW by year 2.b. AWWA Water Audit % Real Losses by year 3. Leak Repair WO Backlog 2016-current	MCB to provide Ops (VP/Karen) Management Report (Karen/Geigy)								%NRW = (WL+UU+UM)/WS %RL = (WL-AL)/WS; *FY20 est'd based on LP meter failures; Average Daily Leak WO Backlog; FY22 thru Sep 30, 2022

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1.5 Long-Term Strategic Objectives											
1.5.1 Advance GWA-DoD System integration	1. Narrative - One Guam	MCB to provide									
1.5.2 Improve investment-grade credit ratings	1. Moody's ratings by year	CFO	Baa2	Baa2	Baa2	Baa2	Baa2	Baa2	Baa2	Level	Outlook changed from negative to stable October 2023 GWA advised that outlook changed to negative, but not yet published. Outlook affirmed at "stable" June 2022
	2. S&P ratings by year	CFO	A-	A-	A-	A-	A-	A-	A-	Level	
	3. Fitch ratings by year	CFO	BBB-	BBB-	BBB	BBB	BBB	BBB	BBB	Level	
1.5.3 Balance long term debt financing & revenue financing	1. Ratio of Bond \$/IFCIP \$ by year	CFO	12.58	16.00	9.37	7.55	8.89	40.05			
	2. Bond \$ spend by year	CFO	59,623,532	52,484,281	27,438,855	18,863,487	23,430,979	16,624,846			
	3. IFCIP \$ spend by year	CFO	4,737,767	3,280,010	2,927,375	2,498,448	2,635,550	415,121			
	4. Annual Asset Renewal Goal \$ vs IFCIP \$ by year	CFO / GM	\$14.0M / \$4.7M	\$15.0M / \$3.3M	\$3.0M / \$2.9M	\$3.0M / \$2.5M	\$3.0M / \$2.6M	\$3.0M / \$415k			
1.5.4 Improve maintain affordability of service	1. average annual bill by year	CFO	\$1,100	\$1,104	\$1,204	\$1,236	\$1,151	\$1,163			Based on 2019 MHI value of \$58,289 per 2020 Census **After FY20 PUC rate order, Days Cash goal set at 120 days; actual values are w/o or w OMRFF
	2. Water/Sewer Bill as % of MHI by year	CFO / GM	2.28%	2.29%	2.49%	2.56%	2.38%	2.00%			
	3. Narrative - affordability study	MCB to provide									
1.5.5 Improve maintain liquidity and reserves	1. Days cash goal vs actual by month	CFO	344 / 339	359 / 383	389 / 470	120** / 282	120** / 369	120** / 264 or 352			
1.5.6 Achieve personnel compensation migration objectives	1. Market percentile goal vs actual by year	AGM-AS / CFO	10%/10%	20%/ not implemented	20%/ not implemented	20% / 20%	20% / 20%	20% / 5%***			*** based on new 2022 Market Data
2.0 Finance											
2.1. Financial Capacity to meet operational needs	1. Revenue budget to actual by year	CFO	\$111.9M / \$108.7M	\$112.7M / \$111.9M	\$105.0M / \$96.8M	\$113.7M / \$101.7M	\$101.5M / \$103.1M	\$109.0M / \$108.2M			
2.2. Manage operation expenses to meet budget levels	1. O&M expenses budget to actual by year	CFO	\$84.5M / \$86.5M	\$89.0M / \$84.9M	\$85.4M / \$78.7M	\$89.6M / \$85.4M	\$95.6M / \$94.0M	\$107.5M / \$104.6M			
2.3. Meet/Exceed minimum debt service coverage targets	1. DSCR goal vs actual by year	CFO	1.73	1.51	1.40 / 1.3	1.30 / 1.31	1.30 / 1.30	1.30 / 1.31			PUC Goal of 1.4 revised to 1.3 temporarily
2.4. Maintain cash reserve fund levels	1. Unrestricted cash reserve goals vs actual by year	CFO	\$2.9M / \$3.9M	\$4.8M / \$5.0M	\$2.5M / \$5.6M	\$3M - \$4M / \$11.8M	\$3M - \$4M / \$12.0M	\$3M - \$4M / \$19.3M			BOG Deposit Accounts **After FY20 PUC rate order, Debt Service reserve xferred to RSF
	2. Specific reserve fund target vs actual by year	CFO	\$24.7M / \$25.0M	\$25.0M / \$25.5M	\$25.0M / \$25.7M	\$13.5M** / \$13.9M	\$13.5M** / \$13.9M	\$13.5M** / \$14.5M			
2.5. Identify cost efficiencies / reduce waste	1. Narrative - cost efficiencies / waste reduction	MCB to provide									

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3.0 Human Resource Management											
3.1. Improve recruitment and retention	1. Average days to fill position	AGM-AS	NA	72	49	104	122	56		FY21-FY23 numbers revised using E-1 data after JDE implementation, system data indicates 20,39,38,40 for FY20,21,22, 23; Additional info on Turnover: 2.17%, 10.5%, 11.8%, 13.3% for same years	
	2. Average Monthly FTE vacancies	AGM-AS	63	48	29	31	35	40			
3.2. Improve / Maintain succession planning	1. Narrative - succession planning	MCB to provide									
3.3. Improve employee satisfaction / pride	1. Employee survey results	AGM-AS	Baseline 2017	no update	no update	no update	no update	FY23 results pending			
3.4. Enhance employee training & development	1. In-house training for employees by year	AGM-AS	12	13	5	9	21	14			*FY20: COVID-19 impact
	2. Number of GEPA Certified employees by year	AGM-AS	79	80	84	65	86	81			*81 w/ current certifications; 126 total with expired certifications
	3. Narrative - GEPA/UOG/AWWA-HiWPS	MCB to provide									
4.0 Information Management											
4.1. Public filing requirements	1. GWA Annual report filing dates by year	AGM-AS / CFO / Communications	Filed in Feb/Mar 2020	Filed in Jan/Feb 2021	Nov-22	Nov-22	Delayed by DOA due to OPEB Issue	No date yet. To be filed 2024			*Draft filed with DAC in June due to DOA delay of audit; update filed in August; final filed in October
	2. USEPA Annual WQR filing dates by year	AGM-CS / Communications	Jun-19	May-20	Jun-21	Jun-22	Jun-23	No date yet. To be filed 2024			
	3. OPA CCR filing dates by year	IA / CFO / Communications	Jun-19	Jul-20	May-21	Jun-22	Oct-23	No date yet. To be filed 2024			
	4. Bond/DAC filing dates by year/Qtr	CFO	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22	Jun, Aug, Oct 2023*			
4.2. Improve accuracy of public / media communication	1. Narrative - Communications	MCB to provide									
	2. SCC/Dispatch SMS text issuances by month	Ops (Geigy / Jonathan)	11	17	16	23	11	23	Monthly Average by FY		
4.3. Broaden Public Outreach for GWA CIP and System I	1. No. of WRMPU public meetings	GMs Office	6	0	0	0	0	0		PUC Hearing in September 2023	
	2. No. of 5-YR FP & CIP public meetings	GMs Office	0	6	0	0	5	1			
	3. Narrative - see item 4.2	MCB to provide									
4.4. Maintain/enhance management reporting to CCU	1. Narrative	MCB to provide									
4.5. Meet all compliance reporting requirements	1. Court Order Report filing dates by year/Qtr	AGM-CS (PK / VL)	100% (4x a year)	100% (4x a year)	100% (4x a year)	100% (4x a year)	100% (4x a year)	100% (4x a year)			