



CONSOLIDATED COMMISSION ON UTILITIES
Guam Power Authority | Guam Waterworks Authority
P.O. Box 2977 Hagatna, Guam 96932 | (671)649-3002 | guamccu.org

REGULAR BOARD MEETING
CCU Conference Room, Gloria B. Nelson Public Service Building
5:30 p.m., Wednesday, April 24, 2024

AGENDA

1. **CALL TO ORDER**
2. **[APPROVAL OF MINUTES](#)**
3. **PUBLIC COMMENTS** (Limit to 2 Minutes)
4. **GWA**
 - 4.1. [GM Report](#)
 - 4.2. [Financial](#)
 - 4.3. [GWA Resolution No. 07-FY2024 – Relative to the Adoption of the 2022 Market Update and Strategic Pay Scale for the Guam Waterworks Authority](#)
 - 4.4. [GWA Resolution No. 15-FY2024 – Relative to Approval of the Fats, Oil, and Grease Receiving Station Design Services Contract, GWA Project No. 22302](#)
 - 4.5. [GWA Resolution No. 18-FY2024 – Relative to Approval of Additional Funding Increase to the Indefinite Quantity Contract with JMI-Edison for Submersible Pumps and Motors for GWA Deep Wells](#)
5. **GPA**
 - 5.1. [GM Report](#)
 - 5.2. [Financial](#)
 - 5.3. [GPA Resolution No. FY2024-07 – Adoption of the 2022 Market Update and Implementation Plan for the Guam Power Authority](#)
6. **OTHER DISCUSSION**
7. **EXECUTIVE SESSION**
 - 7.1. [GWA Litigation Matter](#)
8. **ANNOUNCEMENT**
 - 8.1. Next CCU Meetings: May 21, 2024 – GWA Work Session, 8:30 AM
May 23, 2024 – GPA Work Session, 8:30 AM
May 28, 2024 – CCU Regular Board Meeting, 5:30 PM
9. **ADJOURNMENT**



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REGULAR BOARD MEETING
CCU Board Room, Gloria B. Nelson Public Service Building
5:30 PM, Tuesday, March 26, 2024

MINUTES

1. CALL TO ORDER

Chairman Duenas calls the CCU Regular Board Meeting to order on March 26, 2024, at 5:31 PM. For the record, those present are Chairman Duenas, and Commissioners Limtiaco, Sanchez, Santos and Martinez.

Commissioners:

| | |
|---------------------|---------------|
| Joseph T. Duenas | Chairman |
| Francis E. Santos | Vice-Chairman |
| Pedro Roy Martinez | Secretary |
| Michael T. Limtiaco | Commissioner |
| Simon Sanchez | Commissioner |

Executive Mgmt.:

| | |
|--------------------|-------------------|
| Miguel Bordallo | GM/GWA |
| John Benavente | GM/GPA |
| Tricee Limtiaco | AGMA/GPA |
| Chris Budasi | AGMA/GWA |
| Jennifer Sablan | AGMO/GPA |
| John Kim | CFO/GPA |
| Taling Taitano | CFO/GWA |
| Marianne Woloschuk | Legal Counsel/GPA |

Management & Staff:

| | | | |
|---------------------|-----------|------------------|------------|
| Joyce Sayama | Comms/GPA | John Dixon | IT/GWA |
| Melvyn Kwek | IT/GPA | Jon-Rey Aguigui | HR/GPA |
| Joshua Manibusan | HR/GPA | Vangie Lujan | Safety/GWA |
| Ann Borja-Gallardes | MA/GWA | Vladimir Navasca | IT/GPA |
| Candice Ananich | MA/GWA | Lourissa Gilman | UBS |

Guest:

Jonah Benavente Guam Daily Post

2. APPROVAL OF MINTUES

First order of business is approval of minutes. Commissioner Santos moves to approve meeting minutes for February 23, 2024; Commissioner Sanchez second. Approval subject to written correction.

With no further discussion, Chairman Duenas calls for the vote, motion passes with five Ayes. [Aye = 5, Nay = 0, Absent = 0]

3. PUBLIC COMMENTS

No public comments.

4. GWA

4.1 GWA Resolution No. 13-FY2024 Relative to Increase Funding for Central Guam Reservoirs

Design – GM Miguel Bordallo states, the purpose of this resolution is to authorize additional engineering design and construction support services for the A-23 and A-25 GAC treatment system project. The needed engineering work will include a new generator system, new chlorine building and electrical panel upgrades, along with new SCADA, as well as additional site security improvements that are needed because of recent damage by an automobile accident that occurred on September 23, 2023. The accident damaged the A-25 Deep Well Facility. The project is necessary to correct the recent damages, but is also urgently needed to treat poly/perfluoroalkyl substances (PFAS) at A-23 and A25 and return the deep wells to service.

Design (A-23 and A-25 Wells):

- Generator and ATS system upgrades: new generator and automatic transfer switch
- Site security upgrades: new camera system and site fencing
- Chlorine system and building upgrades: new chlorine feed, chlorine residual analyzer, new building door, ventilation
- Electrical system upgrades: new conduits, panels
- SCADA panel replacement: replace with new remote terminal unit

Construction:

- Construction support services to include A-23 and A-23 GAC Deep Wells. Construction services include responding to contractor's request for information, design changes

The additional design cost will be \$78,891.00. The total additional funding request to include contingencies is \$100,000.00. Design work is anticipated to be completed with 30 days of an approved change order. Construction support work will start during the construction project. Construction phase is anticipated to begin June 2024 with a 16-month construction period. The source of funding will be from CIP line items PW 09-02 Water Wells bond, other bonds and grants. Comm. Limtiaco moves to approve Resolution 13-FY2024; Comm. Santos second.

With no further discussion, Chairman Duenas calls for the vote for Resolution 10-FY2024, motion passes with five Ayes. [Aye = 5, Nay = 0, Absent = 0]

4.2 GWA Resolution No. 16-FY2024 / Resolution No. FY2024-19 (GPA) – Relative to the Creation of Positions: Information Security Supervisor; Infrastructure Support Supervisor; and Application Support Supervisor in the Classified Status and to Add to GPA and GWA's Certified, Technical and Professional List of Positions – GM Bordallo states, this resolution is joint between the two utilities, he will have GPA present.

Also noted, the agenda states GWA has an Executive Session in the agenda, but it is not needed at this time. Chairman Duenas acknowledges GM Bordallo.

5. GPA

5.1 GPA Resolution No. FY2024-17 Relative to the Approval of the Energy Conversion Agreement (ECA) Amendment for Ukudu Power Plant – The ECA requires an amendment to address the cancellation of the Reserve Facility due to a significant increase in the cost of the diesel generators after the initial quote expired in 2022. A change in the GWA discharge permit after the ECA was signed triggered additional scope not initially included in the ECA, triggered a Change of Law event that requires GPA to compensate the additional construction and operation cost of a phosphate removal system. GUP is also seeking compensation for unanticipated permit conditions, additional scope and for the acceleration of the commercial operation of the Ukudu Power Plant after the site sustained significant damages due to Typhoon Mawar. The new commercial operation date is September 15, 2025.

It starts with a \$57,300,00.00 reduction in the contract cost. Then adding cost claims total \$11,098, 831.00 plus \$5M acceleration of schedule from January 2026 to September 2025. The contract will be adjusted down \$41,201,169.00. The other components of the contract, there is a phosphate removal system of \$2,732,123.00, a reserve facility cancellation claim of \$6,559,205.00 and the backup cooling water supply (change order) of \$1,807,503.00.

GM Benavente states, the accelerated Commercial Operational Date compensation is \$5M. \$4M if a COD is by September 30 and another million if COD is September 15. If they don't meet those dates, GPA does not pay anything. If they are one day late, they pay \$240K. They pay everyday their late beyond September 30.

In the last GM report, it is 82% completed so what's left is the pipeline, the storage tanks which they're trying to finish this year or in January. So, testing will start in February and there will be fuel savings because the state-of-the-art combustion turbines are 35% thermal efficiency and they're more efficient than the Cabras Plant. Then testing will begin with the three turbines. Comm. Santos motions to approve Resolution FY2024-17; Comm. Sanchez second.

With no further discussion, Chairman Duenas calls for the vote for Resolution FY2024-17, motion passes with five Ayes. [Aye = 5, Nay = 0, Absent = 0]

5.2 GPA Resolution No. FY2024-19 / GWA Resolution No. 16-FY2024 Relative to the Creation of the Information Security Supervisor, Infrastructure Support Supervisor, and Application Support Supervisor positions for GPA and GWA – The Guam Power Authority (GPA) and Guam Waterworks Authority (GWA) Information Technology (IT) Divisions continue to modernize operations due the evolution of the cyber security landscape over the past few years. The pandemic has accelerated digitization, necessitating the creation of new processes to achieve the Authorities goals. These changes have heightened cyber security risks, including infrastructure and application vulnerabilities. The Geopolitical agendas also raise concerns about electronic warfare and cyber-attacks on Guam especially affecting the Authorities with targeted attacks increasing. Additionally, the demand for certified technical professionals has led to skill shortages, contributing to these challenges.

The Authorities are proposing to create the following positions:

- Information Security Supervisor
- Infrastructure Support Supervisor
- Application Support Supervisor

The creation of the aforementioned positions offers supervisory oversight to provide strategic direction and enhance workflow efficiency within GPA and GWA's IT departments.

The positions will be organizationally based with the IT Divisions of GPA and GWA. The proposed pay ranges and demonstration of compliance with the with §6301 of this Title: GWA & GPA's compensation plan was authorized by P.L. 28-159 and approved by the CCU in October 2007. The proposed compensation is in accordance with the Strategic Pay Plan Methodology. There is no cost in creating the series of positions, however, the proposed salary range to fill the positions are as follows:

- **Application Support Supervisor**
 - **Minimum:** \$91,823 per annum / \$44.15 per hour
 - **Maximum:** \$95,552 per annum / \$45.94 per hour
- **Information Security Supervisor**
 - **Minimum:** \$94,606 per annum / \$45.48 per hour
 - **Maximum:** \$98,447 per annum / \$47.33 per hour
- **Infrastructure Support Supervisor**
 - **Minimum:** \$91,823 per annum / \$44.15 per hour
 - **Maximum:** \$95,552 per annum / \$45.94 per hour

Public Law 28-159, Section 7.0.3 (c) requires GPA and GWA to post a petition on their respective websites for ten (10) days (*Saturdays, Sundays, and government of Guam holidays excepted*). GPA and GWA have met the posting requirements and the position creation can be acted upon by CCU at the March 26, 2024, Board meeting. Once adopted by the CCU, the creation of the Information Security Supervisor, Infrastructure Support Supervisor and Application Support Supervisor positions will not be filled, until the thirty (30) days have elapsed from the date of filing the petition and resolution with the Legislative Secretary.

GPA and GWA are responsible for the funding available for these positions and are in compliance with all applicable laws, rules, and regulations regarding the creation, filling and retention of positions in certified, technical, and professional positions. The funding of this position has no financial impact on the Government of Guam General Fund. Comm. Santos motion to approve GPA Resolution FY2024-19 and motions to approve GWA Resolution 16-FY2024; Comm. Limtiaco second.

With no further discussion, Chairman Duenas calls for the vote for Resolution FY2024-17, motion passes with five Ayes. [Aye = 5, Nay = 0, Absent = 0]

6. ADJOURNMENT

Comm. Santos moves to adjourn; Comm. Sanchez second. Meeting is adjourned at 6:29 PM.

//s/

Lourissa L. Gilman

Attested

JOSEPH T. DUENAS, Chairman

PEDRO ROY MARTINEZ, Secretary

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Presentation To:

Consolidated Commission on Utilities

CCU Regular Board Meeting
April 24, 2024



Management Report

CCU Regular Board Meeting

April 24, 2024

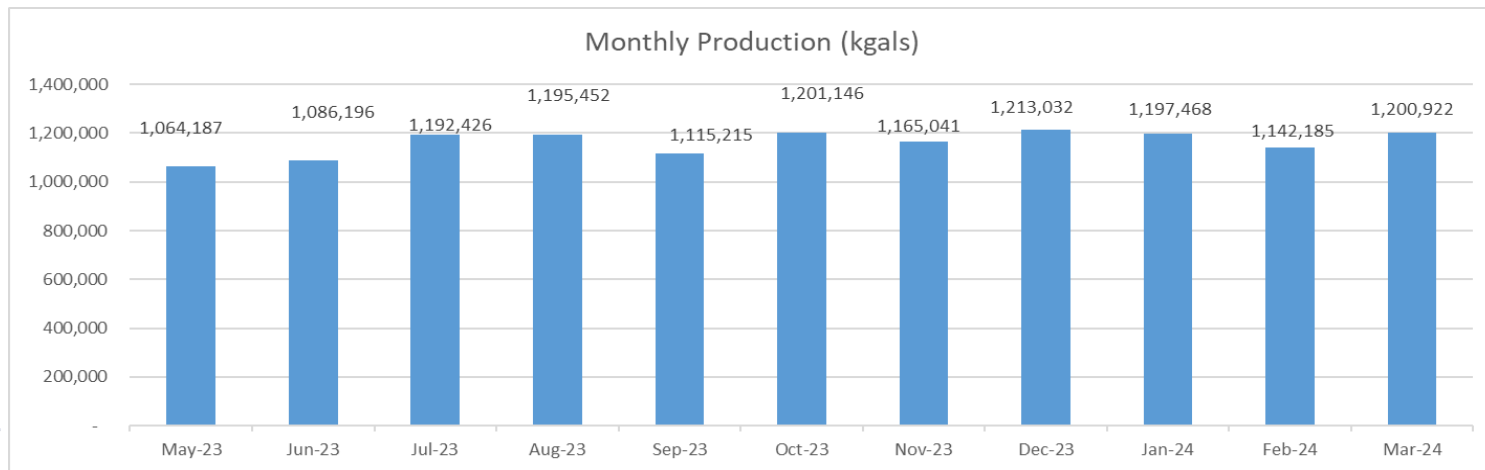




Operations Update

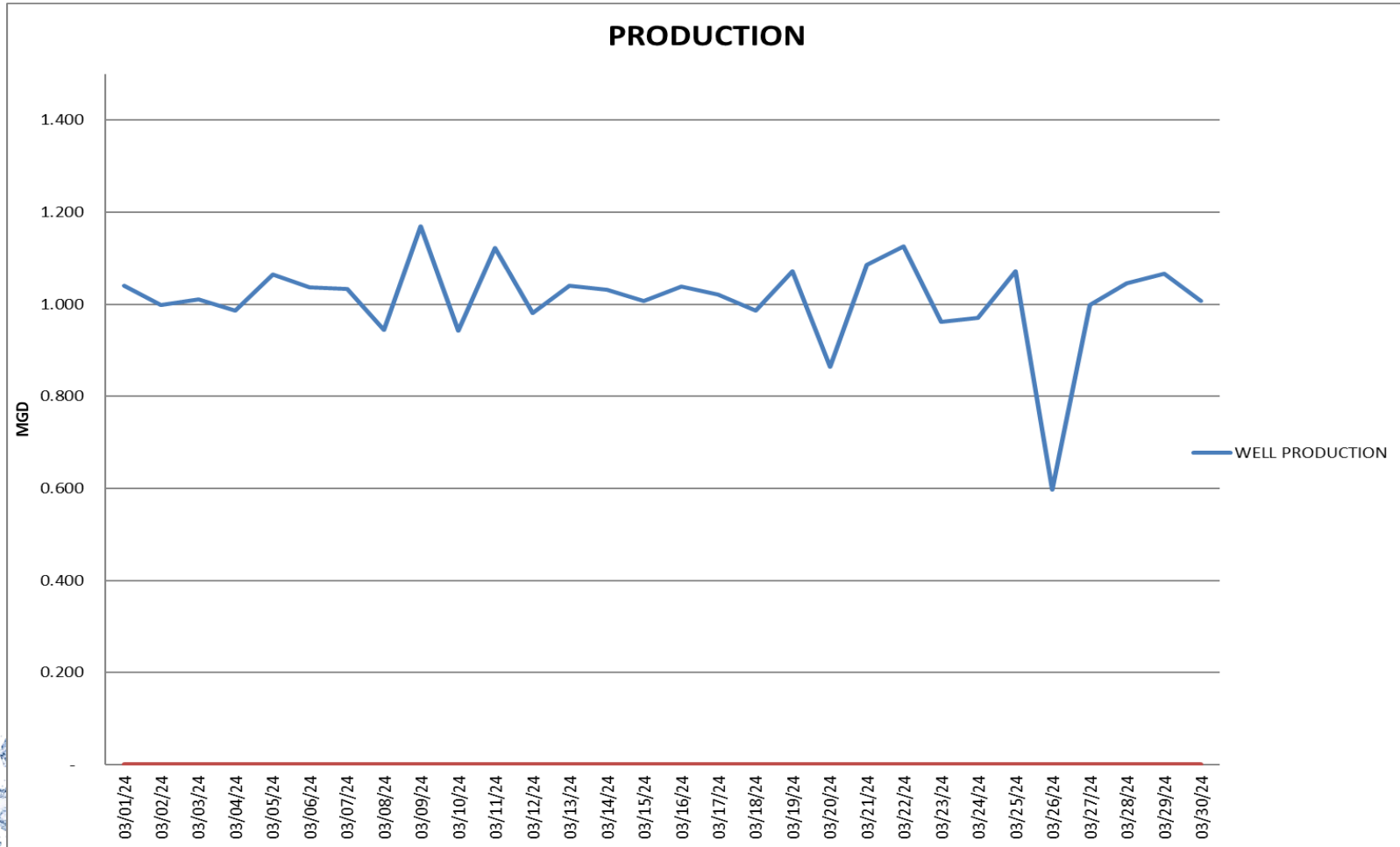
Water Production (March 2024)

| Monthly Production Summary - March 2024 | | | | DW Status as of 3/31/2024 | | REMARKS | |
|---|-----------------|--|-----------------|---|------------|--|--|
| Deep Wells | | | 35.8 MGD | | | | |
| Active wells = | 96 of 120 | | | Active | 96 | DW units on line | |
| Avg days in operation = | 31 days | | | Standby | 1 | A29 | |
| Total Production = | 1,110,425 Kgals | | | Grounded Motors, Offline, Mechanical Issue | 12 | A26-D01-D03-D09 D21-D26-F01-F13- F20-M05-M12- Y16 | |
| Springs | | | 0.16 MGD | | | | |
| Avg days in operation = | 31 days | | | Out of Commission | 9 | A02-A07-A28-D05 D13-M01-M14- MJ01-MJ05 | |
| Total Production = | 4,869 Kgals | | | Secured - PFO | 2 | A23 and-A25 | |
| Ugum Surface Water Plant | | | 1.8 MGD | | | | |
| Avg days in operation = | 31 days | | | TOTAL | 120 | | |
| Total Production = | 54,310 Kgals | | | | | | |
| Tumon Maui Well | | | 1.01 MGD | | | | |
| Avg days in operation = | 31 days | | | | | | |
| Total Production = | 31,318 Kgals | | | | | | |
| | | | 1,200,922 Kgals | | | 38.7 MGD | |





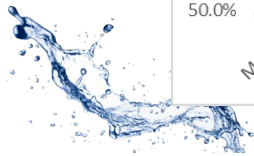
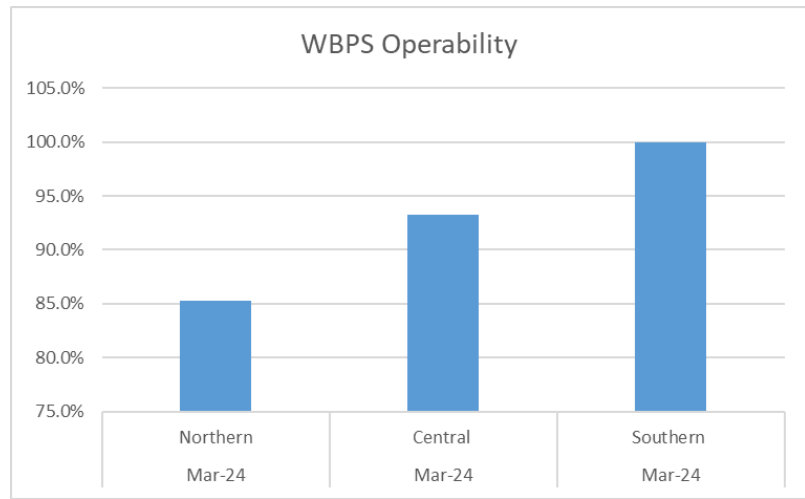
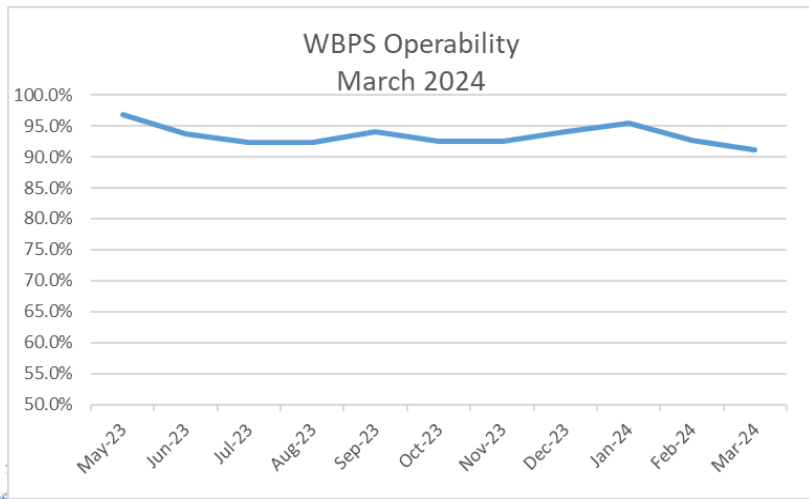
Tumon Maui Well Production (March 2024)





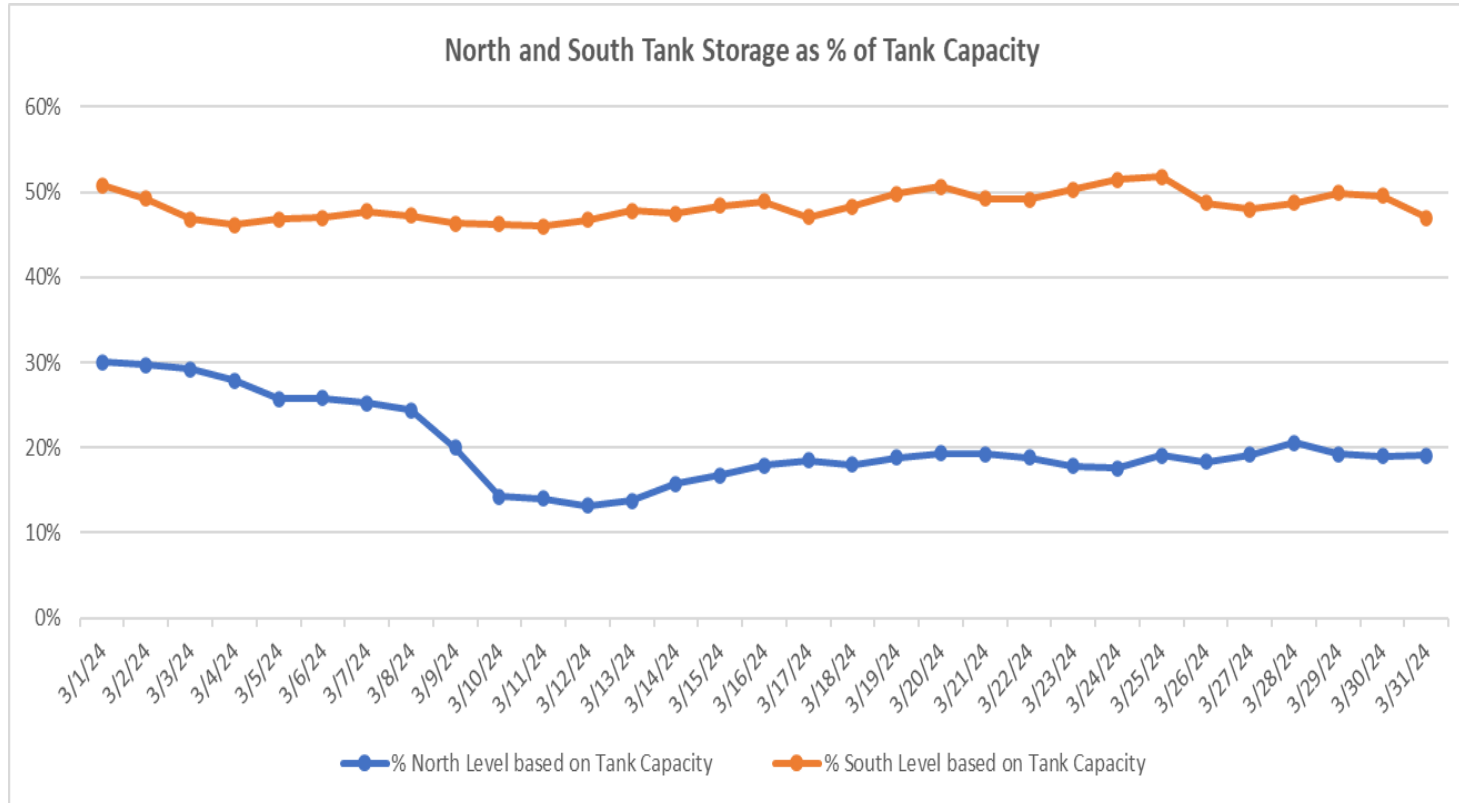
Water Distribution (March 2024)

| Monthly Distribution Summary - March 2024 | | | | | |
|---|----------|-----------------|-------------|-----------------|---------------|
| Water Booster Pump Stations | | | | | |
| | District | No. of Stations | Total Pumps | Pumps Operating | % Operational |
| | Northern | 15 | 34 | 29 | 85.3% |
| | Central | 7 | 15 | 14 | 93.3% |
| | Southern | 8 | 19 | 19 | 100.0% |
| | | 30 | 68 | 62 | 91.2% |





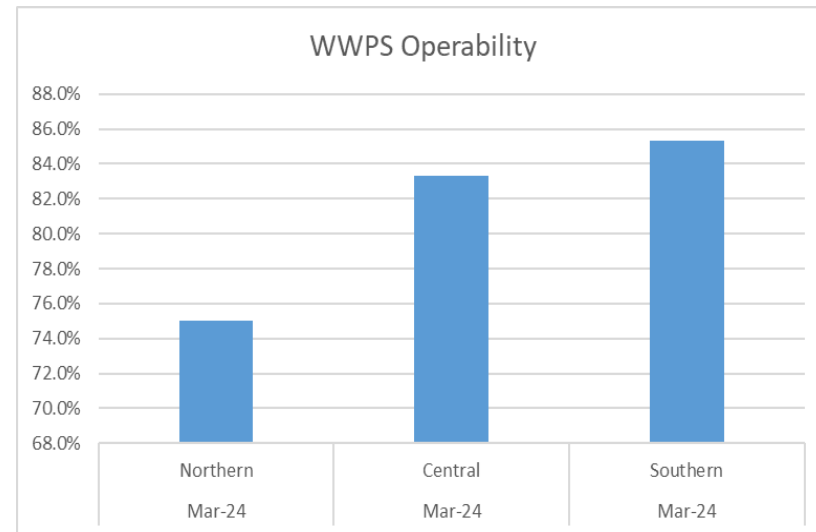
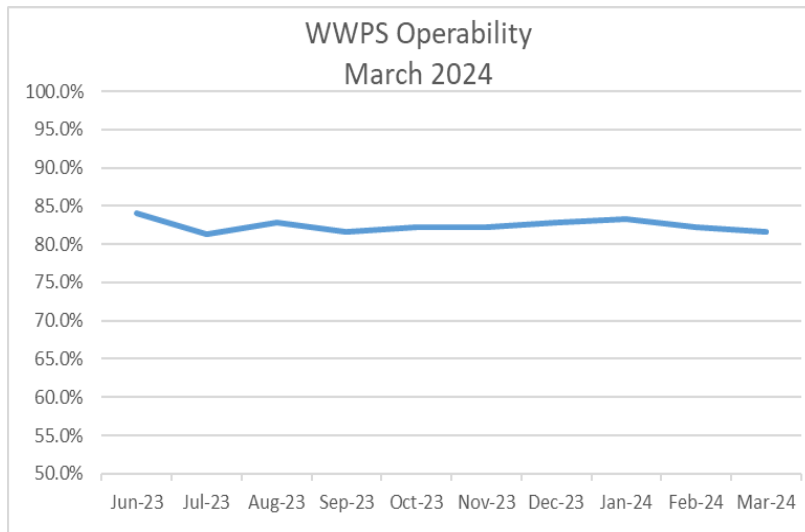
Water Distribution – Tank Levels (March 2024)





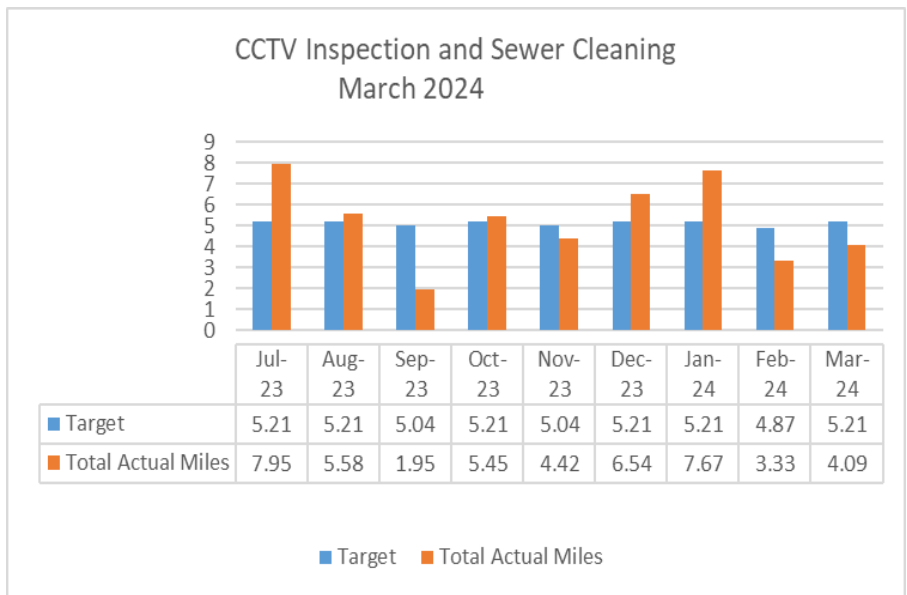
Wastewater Collections (March 2024)

| Monthly Collections Summary - March 2024 | | | | | |
|--|----------|-----------------|-------------|-----------------|---------------|
| Wastewater Pump Stations | | | | | |
| | District | No. of Stations | Total Pumps | Pumps Operating | % Operational |
| | Northern | 22 | 52 | 39 | 75.0% |
| | Central | 30 | 66 | 55 | 83.3% |
| | Southern | 32 | 68 | 58 | 85.3% |
| | | 84 | 186 | 152 | 81.7% |





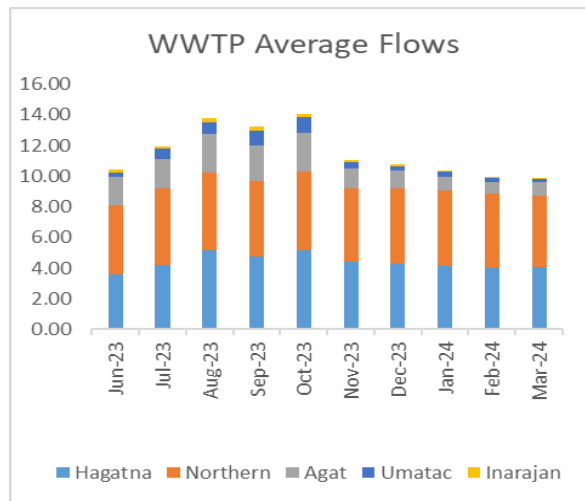
Wastewater Collections – CCTV (March 2024)





Wastewater Treatment (March 2024)

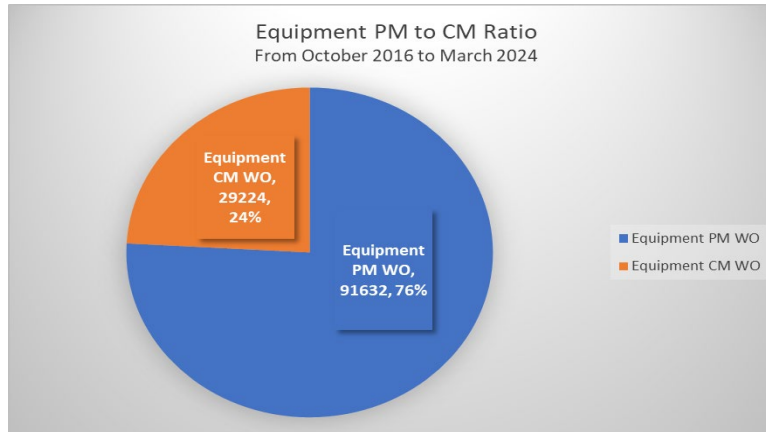
| Monthly Wastewater Treatment Summary - March 2024 | | | | |
|---|----------|------------------|--------------|-------------------|
| WW Treatment Plants - Flows | | | | |
| | Facility | Avg. Daily Flows | Sludge (lbs) | Sludge Disp. (\$) |
| | Hagatna | 4.04 | 181,780 | \$ 16,360 |
| | Northern | 4.69 | 866,520 | \$ 77,987 |
| | Agat | 0.88 | 35,300 | \$ 3,177 |
| | Umatac | 0.18 | | |
| | Inarajan | 0.06 | | |
| | | 9.85 | 1,083,600 | \$ 97,524 |



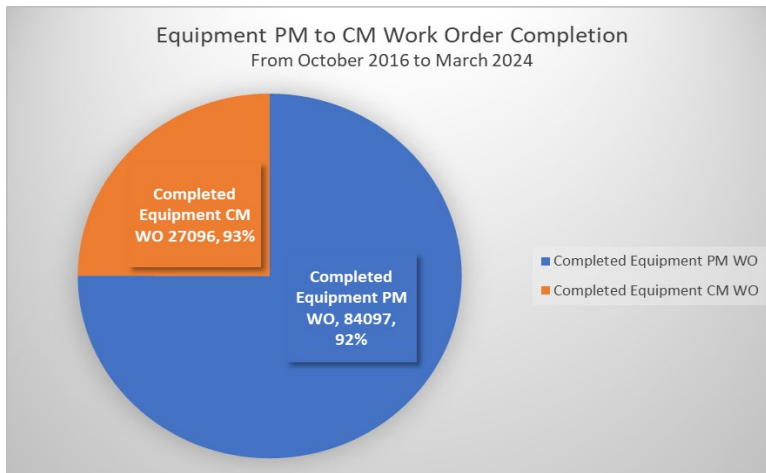


Asset Management (through March 2024)

I. Equipment Preventive Maintenance to Corrective Maintenance *Ratio*



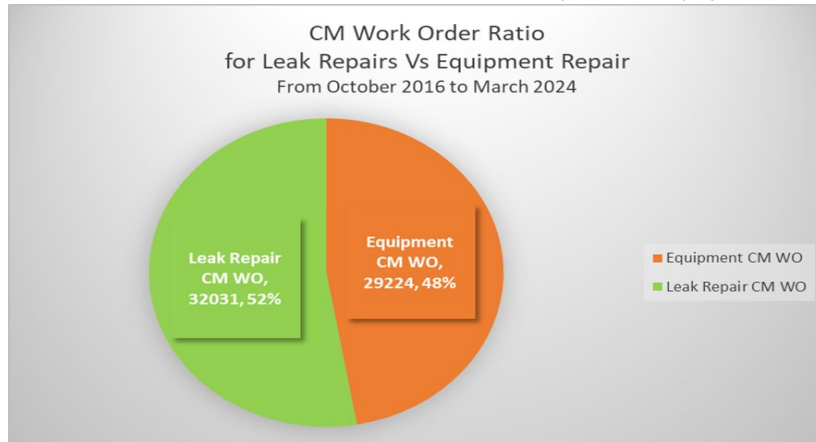
II. Equipment Preventive Maintenance to Corrective Maintenance *Work Order Completion*



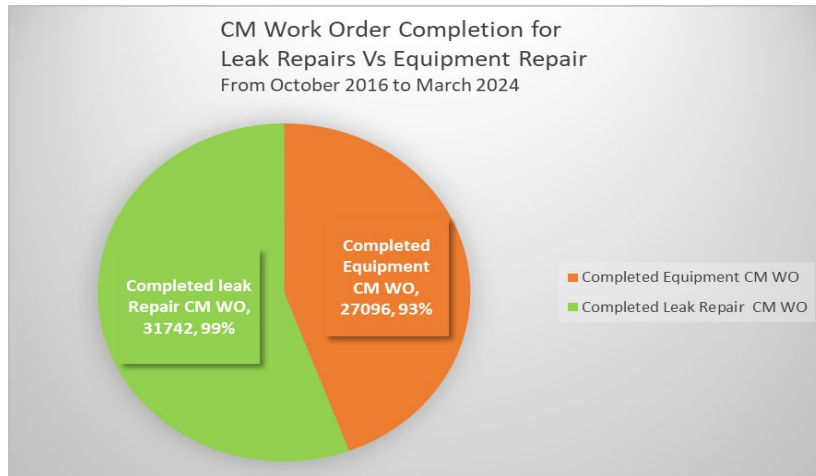


Asset Management (through March 2024)

III. Corrective Maintenance Work Order **Ratio** for Leak Repairs vs. Equipment Repair



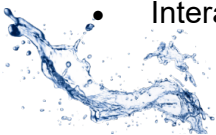
IV. Corrective Maintenance Work Order **Completion** for Leak Repairs vs. Equipment Repair





One Guam Update (March 2024)

- Licenses/Leases, Property And Easement issues
 - TMW/AG-1/Tarague Water Line – No update.
 - Murray Road/Schoeffel Heights Easement / Right of Access – No update.
 - Transfer of ACEORP – No update
 - Andersen Water Line – AG-1 to Route 9 – No update.
 - GWA WW Collection System Easement at Marbo/Skaggs – No update
- Route 16 Intertie/Easement
 - DOD asking if GWA has concerns if meter box will be located in an easement believed to be GWAs. Cesar D. can provide a diagram where want to put valve box.
 - DOD's need for water is estimated at 400gpm when the transmission line at Rt. 16 is shut down for replacement. GWA Engineering is working on the modeling of the area with new water requirements.
 - GWA is concerned about development on Rt. 8A as things have changed; funding for the putting in the intertie at Rt. 16 water line is planned for FY2026.
- Information Requests
 - GWA Master Plan for DOD Buildup Impact
 - Miguel B. had conversation with B&C on the update of GWA's Water Resources Master Plan. Although there is a discussion on DOD build up projects including the missile defense, it is unknow what the complete impact to GWA's systems will be , not enough information is available on the details of the DOD project. Only impact included is what would have been included in the 2018 Master Plan which is based on supplemental EIS.
- Interagency Billing & Contracts/Agreements
 - Term Sheet/Scope – DOD met with GWA CFO to discuss the Scope and Term Sheet. GWA is reviewing the term.



(continued on next page)



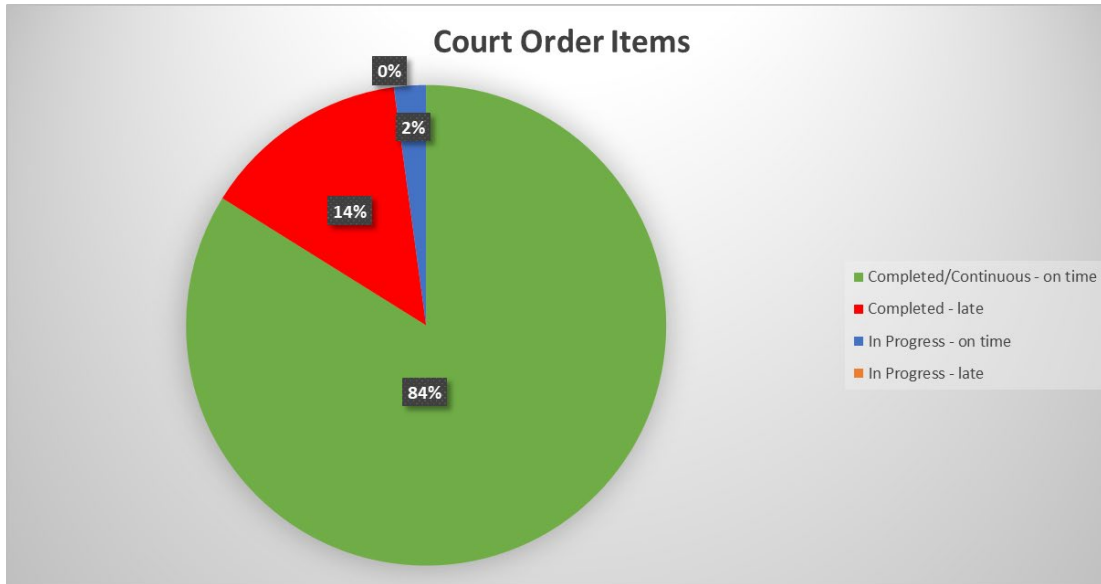
One Guam Update (March 2024 - continuation)

- Other Issues
 - Water to Navy Meter at Power Substation across Micronesia Mall
 - Vince P. met with DZSP; what thought was main 6" valve, the guy that did the repair work came out and said only 1" valve on shoulder of Rt. 1. Needs to get approval to tie into that service lateral. GWA will still need to open up portion of road, about 3' where valve is to the sidewalk; probably use hydro excavator to minimize damage to asphalt as line is only 2' deep. Maria L. will clear it with PWD.
 - PFAS Study – Allonia
 - Samples for GWA and DOD have been sent to Allonia. Waiting on the results-end of May.
 - Taling Taitano is working with Jennifer C. to get breakdown of cost to ensure invoice for Navy is filled out properly.
 - GWA Pressure Zone Realignment Encroachment – No update; request is with Andersen. GWA will need to provide Andersen with the cost to relocate PRV on Route 15; as part of the justification for the request.
 - Surveyor Errors - GWA is seeing errors in the survey work related to projects. GWA will be requiring them to do a more thorough boundary survey with actual monuments and control points; they will have to submit it before installed and be approved by GWA and GWA doing QA/QC.
 - Interties with Andersen Working Group – Water Sharing Arrangements
 - Andersen is very interested in water sharing arrangements so need to set up working group to talk about things discussed way back, like GWA getting water from Marbo wells. Andersen Inter tie Group will meet in April.





Court Order Summary (through March 2024 – no changes)



Court Order Summary

| | Court Order Items | % | Performance % Completed | Performance (on-time or completed) |
|--------------------------------|-------------------|-------------|-------------------------|------------------------------------|
| Completed/Continuous - on time | 78 | 84% | 97.8% | 100.0% |
| Completed - late | 13 | 14% | | |
| In Progress - on time | 2 | 2% | | |
| In Progress - late | 0 | 0% | | |
| Totals | 93 | 100% | | |





Court Order – Status Information (March 2024)

The following Overflows or ByPass events were reported for March 2024:

- March 17, 2024, SSO# 1432669: Pale San Vitores, Tumon; Sewer overflow – FOG
- March 24, 2024, SSO# 1434528: Pale San Vitores, Tumon: Sewer overflow – FOG





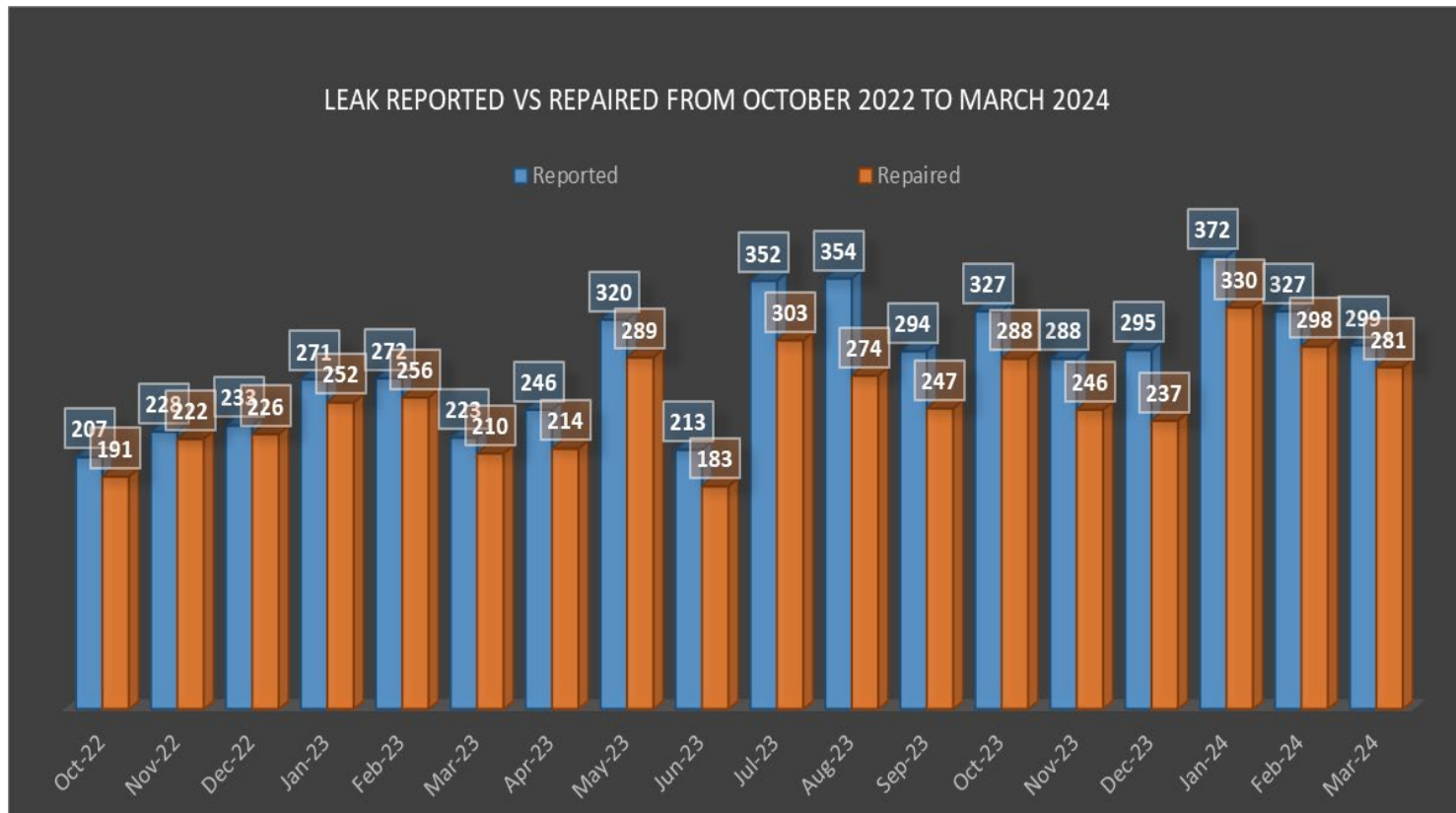
Land Acquisition Summary (through March 2024)

| GWA Facility | Location | Gov. or Private Property | Land Acquisition Status |
|----------------------|--|------------------------------------|--|
| Tanks | Astumbo-L10164 | Gov't - CLTC | Petition of Land Registration package forwarded to Attorney General by DLM 11/04/19. AG pending court filing 06/30/2021 – Follow up status sent to DLM 10/06/2021; 11/03/2021; 01/27/2022; 03/04/2022; 05/12/2022; 07/07/2022;09/12/2022; 12/27/2022; DLM response 07/11/2023 have not been able to meet with Assignment AG for LR proceedings. Land Agent has followed up and emailed multiple times with Margarita at DLM on meeting with DLM attorney on status of Land Registration proceedings 10/02/2023. This process is crucial for GWA to acquire property for GWA reservoir. 02/01/2024: Follow up sent to Margarita at DLM; 02/09/2024: Response from Margarita at DLM- Because it has almost been 4 years since we requested the assistance of the AG to initiate the Land Registration, I would recommend that a formal letter from GWA requesting the urgency of the registration and indicate the reasoning behind it. This would support our request for immediate processing with the AG. |
| | Piti-L259 | Private/Federal | Received final comments from DoAg. Waiting on the archaeological report before we can submit 299 forms. Waiting for permission from NPS to access the lot and perform the Archeological survey. |
| | Ugum River Intake/Booster Pump Station | Private | When the UGUM Water treatment plant was built in 1990, no land reservations for the area by the booster pump station, the Ugum river intake and access road. Land Agent currently researching the area under Lot 292, owned by the Aguon Family. GWA would need to secure a Grant of Easement for the access road and booster pump facility along the river intake. 12/19/2023: GWA coordinating with DCA for survey services to perform a boundary retracement survey of the subject lot to establish the limits of the survey; as-built existing facilities, structures, and road, to obtain + 2,376 square meters for the parcel and create the easement for GWA reservation. 03/06/2024: DCA field survey work begins. |
| Deep Wells | AG-12-L10154-4 | Dept. of Agriculture/Manhita Farms | Right of Entry Agreement sent to Manhita Farms for signature 05/24/18. 2 nd follow up sent on 04/10/19; 08/03/2021. ROE Agreement information sent to GWA legal counsel for further review and processing 01/28/2022; 08/11/2023 –GM signed and submitted to DCA for final review and processing at DLM; 09/26/2023-Submitted to DCA for final map processing; 03/2024: Re-submitted survey map to DLM last week to change the new acting CLTC Administrative Director. |
| Booster Pump Station | Agfayan-T3734 B19 L28 | Private | TGE working on structural design for pump station area for L28, B19, T3734, Inarajan 11/07/19. Letter of Decision received by CLTC 06/09/2021. CLTC has responded for in-kind service letter 10/08/2021. 1 st appraisal report submitted to GWA 05/11/2022. 2 nd appraisal submittal to GWA 09/20/2022. Appraisal report sent to GM/legal counsel for review, approval and response 09/22/2022. Garrett stated updated appraisal report cost is \$2500 each. Funding needs to be requested 10/02/2023. |
| Asan Springs | Asan-L501 | Federal | <ul style="list-style-type: none"> Revised Environmental Assessment report with NPS for review. 1/25/24 09/18/2023: The Office of Congressman Moylan has offered assistance to work with the NPS in completing the EA and Finding of No Significant Impact (FONSI) along with the Right of Way agreement to GWA, the EA is a prerequisite of the ROE agreement. |



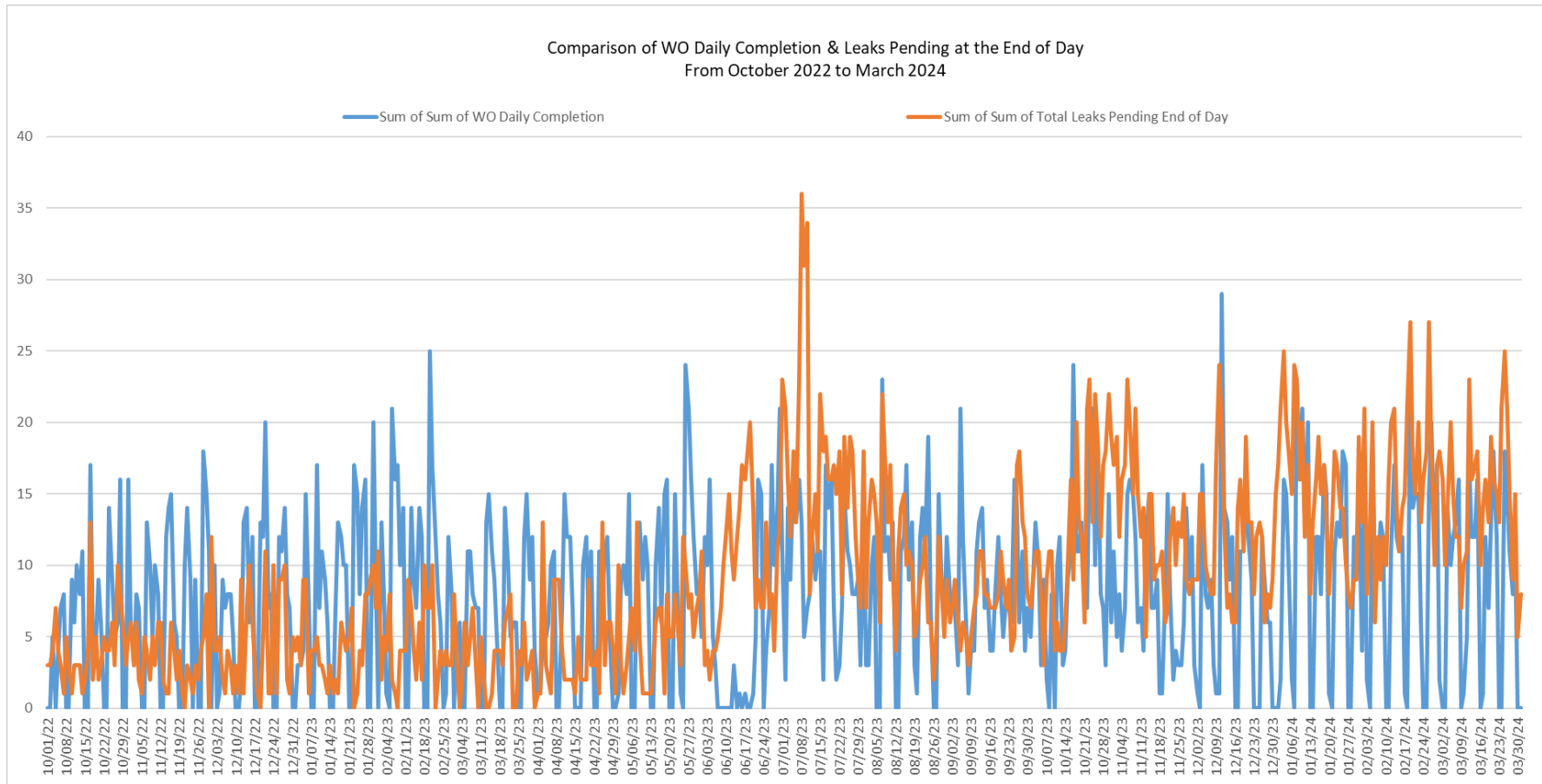


Comparison of Leaks Reported vs. Leaks Repaired (through March 2024)



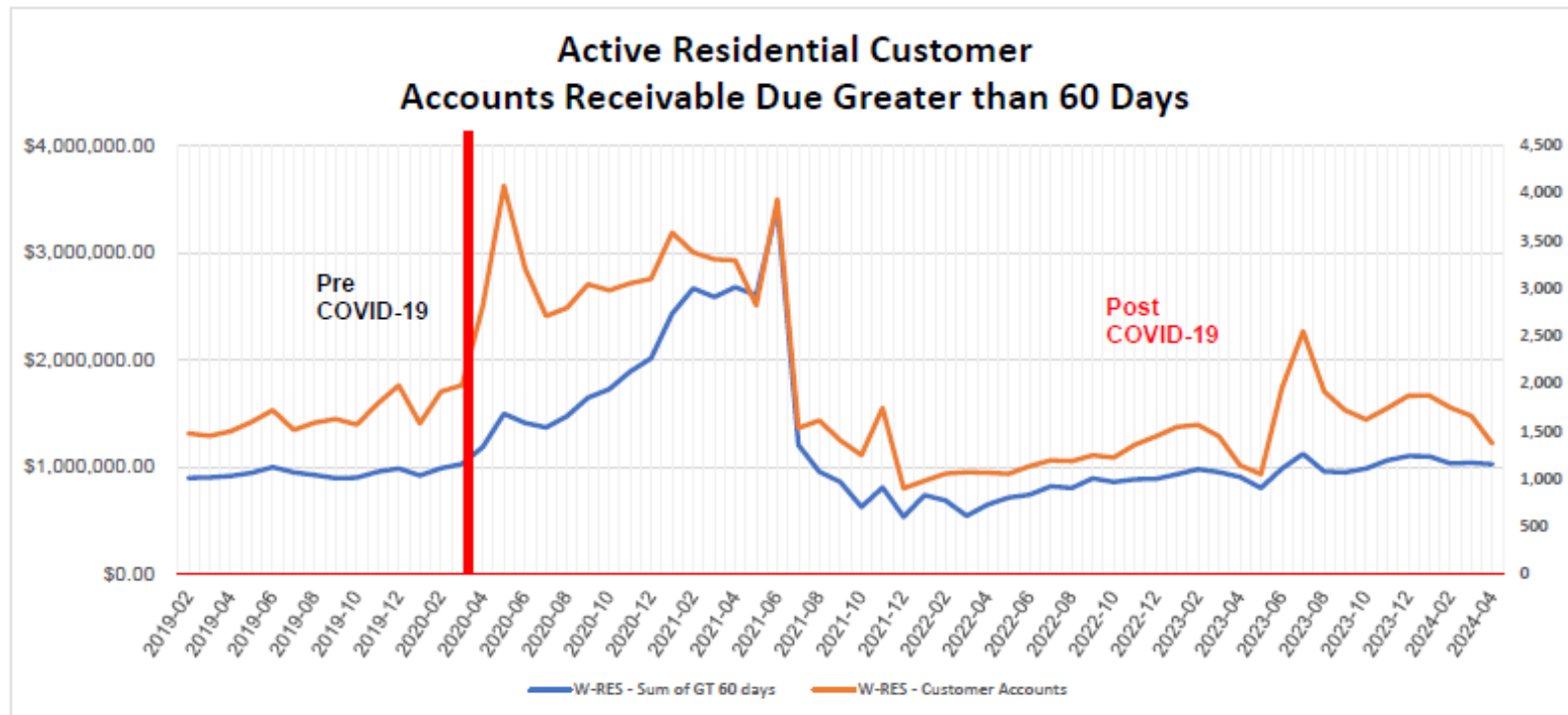


Daily Leak Repairs (through March 2024)





Accounts Receivables – Active Residential Customers (for March 2024)

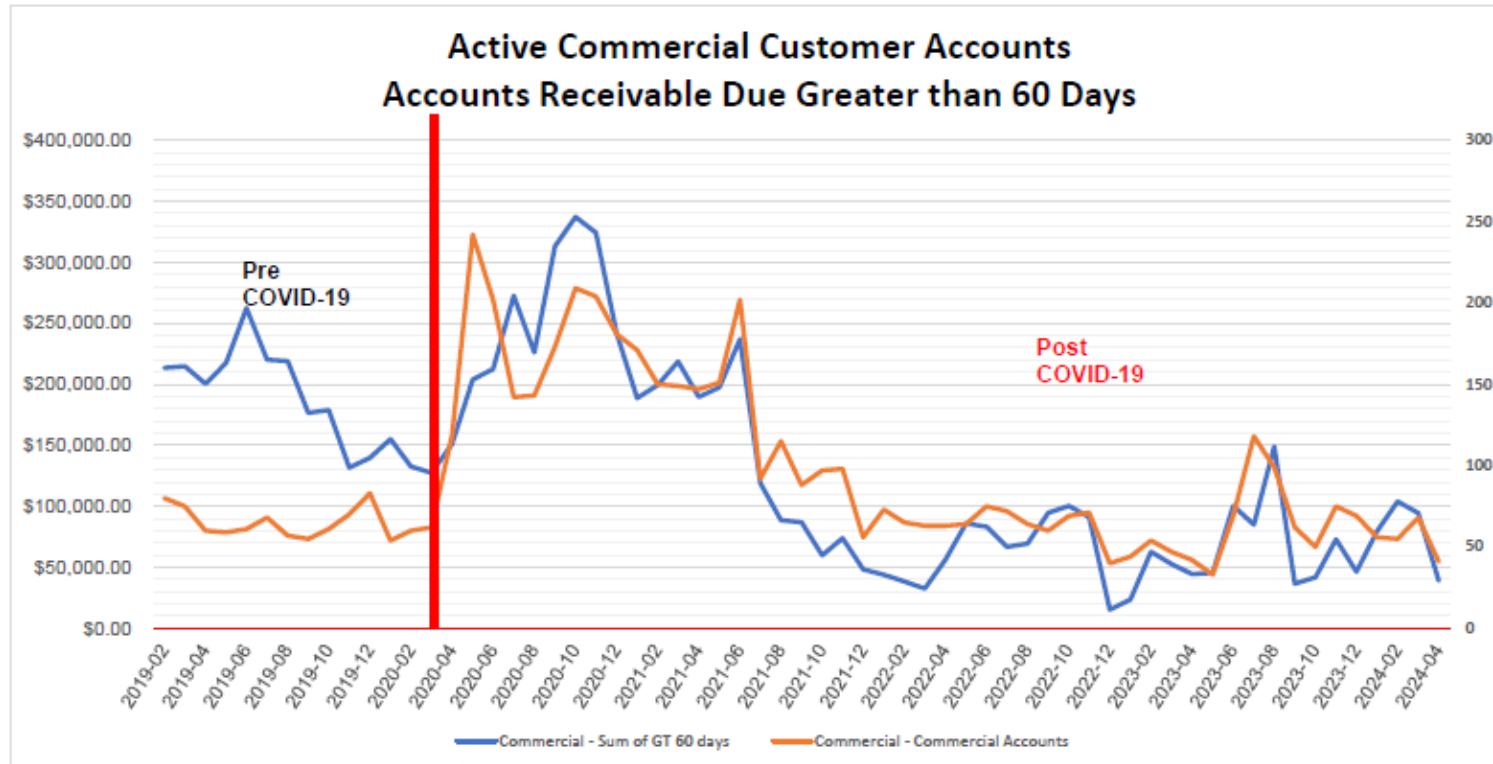


* Excluding customers on payment plans

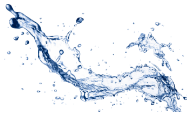




Accounts Receivables – Active Commercial Customers (March 2024)



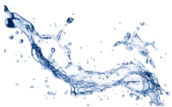
* Excluding customers on payment plans





Highlights of Customer Care Section Operations (March 2024)

- The average wait time for all 3 locations is 4 minutes as compared to 3.4 minutes for Feb 2024.
- The number one reason for visit to each GPWA location is identical to Feb 2024
 - Gloria B Nelson Public Service Bldg. Fadian = Apply for water
 - Julale Satellite Office = Copy of bill
 - Upper Tumon Satellite Office = Bill Dispute
- The total number of Facebook visits is 8025 as compared to 5884 for February 2024.
- Instagram profile visits for March 2024 increased to 322 as compared to 261 in Jan 2024.
- March 2024 average number of active pay plans is 396 which compares similarly to Feb 2024 @ 376.
- 525 emails were received in March 2024 as compared to 564 in Feb 2024.
- Meter Reading Unit reported a decrease in the successful electronic read percentage average @ 95.5% as compared to 96.8% in Feb 2024. The decrease is the result of depleting endpoint battery life.
- 12.5% of GWA active customer meters recorded ongoing private side leakages in March 2024 which compares similarly to Feb 2024 @ 12.3%.





Issues for Resolution

CCU Regular Board Meeting

April 24, 2024



2022 Market Update and Strategic Pay Scale

Relative to the Adoption of the 2022 Market Update and Strategic Pay Scale for the Guam Waterworks Authority

GWA Resolution No. 07-FY2024

What is the project's objective and is it necessary and urgent?

- In March 2023, Alan Searle and Associates completed a market review study based on U.S. water utility salaries in 2022 that compared the existing GWA 2017 CTP strategic pay scale for all positions (See Exhibit A). The update concluded that the salary levels established in 2017 have regressed on average from the 20th market percentile to the 5th market percentile compared to U.S. water utilities.
- The study recommends regular market reviews and subsequent salary migrations until GWA employees reach the prevailing water utility market wage midpoint of 50%. The recommended methodology for salary migrations is to use range maximums which will move salaries closer to the midpoint than if range minimums are used. In addition, for hard to fill positions other tools such as above step recruitment and awarding higher pay for professional certifications should be considered for attracting and retaining personnel.
- Additionally, the water sector in the United States is facing notable wage pressure, as highlighted by findings from the 2023 survey conducted by AWWA. Across utilities of varying sizes, compensation rates are rising at levels surpassing initial projections. According to AWWA's Water and Wastewater Utility Compensation Survey, conducted annually, the period from 2022 to 2023 saw significant increases in salaries across the board: 6.7% for large utilities, 3.9% for medium-sized utilities, and 7.9% for small utilities. Moreover, the survey revealed projections for 2024 indicate further salary increases, averaging around 4% for executives, managers, supervisors, and staff. The survey results align with the Alan Searle findings and informally explains what GWA is experiencing with continually higher turnover rates for the last several years.
- Since the start of the COVID-19 pandemic in March 2020, GWA staffing levels initially declined due to a hiring freeze implemented in response to a steep decline in revenues caused by a sharp decline in visitor arrivals. From March 2020 to July 2021 (17 months), GWA lost 16 FTEs through attrition. In August 2021, GWA ended the hiring freeze and since that time has struggled to grow its workforce due to high turnover rates.

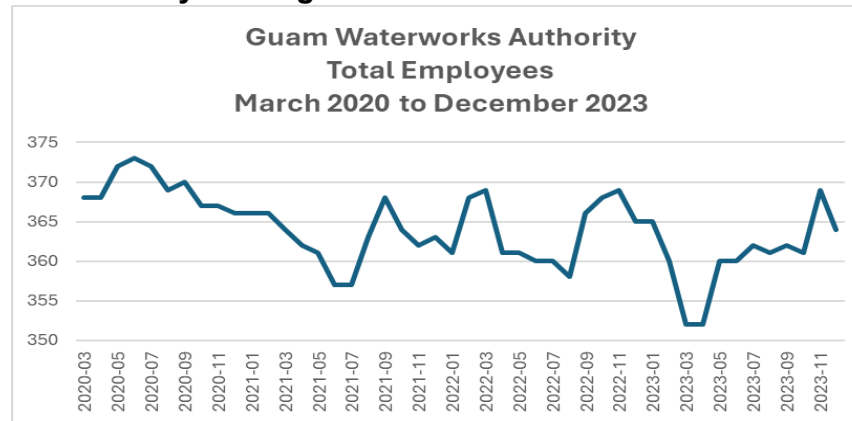
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2022 Market Update and Strategic Pay Scale *(continuation)*

Relative to the Adoption of the 2022 Market Update and Strategic Pay Scale for the Guam Waterworks Authority

GWA Resolution No. 07-FY2024

What is the project’s objective and is it necessary and urgent?



- The main factors contributing to the high turnover rates are a tight job market, the military buildup, and the availability of higher-paying jobs elsewhere. Despite being an essential service provider, GWA faces challenges in retaining employees due to its relatively low pay scale compared to other water utilities and industries on and off-island.
- GWA’s turnover ratio data for FY2020 to FY2024:

| | Separated | Turnover Ratio |
|--------------------|-----------|----------------|
| FY2020 | 7 | 1.89% |
| FY2021 | 38 | 10.47% |
| FY2022 | 43 | 11.79% |
| FY2023 | 49 | 13.56% |
| FY2024 (projected) | 66 | 18.33% |

*(continued on next page)*²⁴

2022 Market Update and Strategic Pay Scale *(continuation)*

Relative to the Adoption of the 2022 Market Update and Strategic Pay Scale for the Guam Waterworks Authority

GWA Resolution No. 07-FY2024

What is the project’s objective and is it necessary and urgent?

- The high demand for workers, fueled by Guam's economic growth and the expansion of the military presence, has created increased competition for skilled workers. Many employees have left GWA for higher wages and better benefits offered by other employers, primarily the federal government and its contractors.

- The COVID-19 pandemic and military build-up have also contributed to an escalation in the cost of living which has been a contributing factor to Guam residents (employees) relocating to the U.S. Mainland where higher paying jobs are available and living expenses are lower.

| Guam Waterworks Authority | | | | | | |
|--|-----------|-----------|-----------|-----------|-------------|------------------|
| Employee Separation Data - FY2021 to FY2024 | | | | | | |
| | FY21 | FY22 | FY23 | FY24 | Grand Total | Total Percentage |
| Fed, Fed Contractor | 5 | 9 | 14 | 15 | 43 | 26.4% |
| Relocation off-island | 1 | 4 | 9 | 2 | 16 | 9.8% |
| Government of Guam | 2 | 7 | 9 | 7 | 25 | 15.3% |
| Retirement | 9 | 10 | 5 | 4 | 28 | 17.2% |
| Adverse Action | 14 | 5 | 2 | 2 | 23 | 14.1% |
| Unknown | 5 | 5 | 3 | 2 | 15 | 9.2% |
| Private Sector | 1 | 1 | 7 | 1 | 10 | 6.1% |
| Deceased | 1 | 2 | 0 | 0 | 3 | 1.8% |
| Grand Total | 38 | 43 | 49 | 33 | 163 | 100.0% |

(continued on next page)

2022 Market Update and Strategic Pay Scale *(continuation)*

Relative to the Adoption of the 2022 Market Update and Strategic Pay Scale for the Guam Waterworks Authority

GWA Resolution No. 07-FY2024

What is the project's objective and is it necessary and urgent?

- There's a noticeable upward trend in employees separating in FY23 and FY24 for employment with the Federal Government or its contractors. Transfers to other Government of Guam agencies and off-island relocations also increased significantly in FY23.
- On April 1, 2023, the Government of Guam implemented an across the board 22% increase to its General Pay Plan. The primary reason was “to have a more competitive compensation structure to enable recruitment and retention of the best candidates and employees.”
- The consistent turnover of employees negatively impacts GWA operations, leading to increased costs and the loss of valuable institutional knowledge regarding GWA's systems, processes, and infrastructure. The employees hired to replace experienced personnel require an extensive amount of training before they are productive and not considered a safety risk. Lack of institutional knowledge also hinders the efficient operation of the utility and impedes decision-making processes.
- High turnover also results in increased financial and opportunity costs for recruiting and onboarding new employees. Additionally, turnover leads to higher expenses for overtime pay, temporary staffing and a sense of instability and uncertainty within the workforce. High turnover has also reduced employee morale and decreased employee engagement and motivation.
- It is critically important to implement GWA's strategic pay plan to improve the Authority's competitiveness, both locally in Guam and within the broader water utility industry. This initiative aims to not only elevate employee satisfaction but also foster performance excellence, drive higher productivity, and cultivate a deeper sense of loyalty and commitment to GWA's objectives and overall success.
- GWA is requesting approval for its strategic pay plan to adjust salaries over the next six years up to the 50th market percentile to incentivize and retain top-performing employees and reduce turnover rates. The recommended implementation schedule for GWA annual structural pay adjustments for FY2024 is the 25th Market Percentile (MP).

*(continued on next page)*²⁶

2022 Market Update and Strategic Pay Scale *(continuation)*

Relative to the Adoption of the 2022 Market Update and Strategic Pay Scale for the Guam Waterworks Authority

GWA Resolution No. 07-FY2024

Where is the location?

- Not Applicable

How much will it cost?

- Estimated cost for salary migration, mandated pay for performance increments and benefits:

| | |
|---------------------|--------------------|
| 25 th MP | \$1,857,129 |
| 35 th MP | \$4,440,871 |
| 40 th MP | \$833,312 |
| 45 th MP | \$849,659 |
| 50 th MP | \$868,891 |
| <u>Total:</u> | <u>\$8,849,961</u> |

When will it be completed?

- Structural adjustments will be processed beginning FY2024 through FY2029, subject to the availability of funds.

What is the funding source?

- Structural pay adjustments will be revenue funded.

The RFP/BID responses (if applicable):

- Not Applicable

Fats, Oil and Grease Receiving Station

Relative to Approval of the Fats, Oil, and Grease Receiving Station Design Services Contract,
GWA Project No. 22302

GWA Resolution No. 15-FY2024

What is the project's objective and is it necessary and urgent?

- GWA completed an upgrade and expansion of the Northern District Wastewater Treatment Plant (NDWWTP) from primary to secondary treatment in 2022, which included the installation of a new septage receiving station and an autothermal thermophilic aerobic digestion (ATAD) system with the capability to treat and process Fat Oil and Grease (FOG). The intent of this project is to provide improvements at the NDWWTP consisting of a new FOG Receiving Station to treat and process the FOG through the ATAD system, electrical hardening of the solids treatment system, a backup generator for the solids treatment system, decanting for the aerated sludge basin, and pilot testing to improve polymer usage efficiency.
- Although FOG discharge to the public sewer system is prohibited to prevent buildup and potential overflows, it persistently remains in the waste stream influent. Currently, Guam has no proper means of processing FOG. The FOG Receiving station compromises of a receiving system, holding tank with pump system, and heating systems needed to transfer the FOG.
- A new emergency generator system for the FOG receiving station is needed to support the ATAD and the solids treatment. The ATAD system is a biological reactor and when the system loses power for an extended period of time (as it did due to Typhoon Mawar), bacterial growth has to be recultivated to meet operational conditions.

Where is the project located?

- The NDWWTP is located in Dededo, Guam. The FOG receiving station and FOG treatment will be at the NDWWTP.

(continued on next page) 28

Fats, Oil and Grease Receiving Station *(continuation)*

Relative to Approval of the Fats, Oil, and Grease Receiving Station Design Services Contract,
GWA Project No. 22302

GWA Resolution No. 15-FY2024

How much will it cost?

- GWA Management seeks CCU approval of DCA's Scope and Fee Proposal for Design Services, for a total of One Million Four Hundred Thirty Thousand Five Hundred Twenty-Seven Dollars and Seventy-Two Cents (\$1,430,527.72), plus a five percent (5%) contingency of Seventy-One Thousand Five Hundred Twenty-Six Dollars and Thirty-Nine Cents (\$71,526.39), to bring the total authorized funding amount to One Million Five Hundred Two Thousand Fifty-Four Dollars and Eleven Cents (\$1,502,054.11).
- Contract Amount: \$1,430,527.72
- Contingency (5%): \$71,526.39
- **Total Authorized Amount:** \$1,502,054.11

When will it be completed?

- Anticipated design will be completed end of 2024, and construction procurement will begin upon completion of the design.

What is the funding source?

- United States Environmental Protection Agency grants

The RFP/BID responses (if applicable):

- Not Applicable

(continued on next page)

Fats, Oil and Grease Receiving Station *(continuation)*

Relative to Approval of the Fats, Oil, and Grease Receiving Station Design Services Contract,
GWA Project No. 22302

GWA Resolution No. 15-FY2024



Northern District WWTP FOG Receiving Station

Submersible Pumps and Motors

Relative to Approval of Additional Funding Increase to the Indefinite Quantity Contract with JMI-Edison for Submersible Pumps and Motors for GWA Deep Wells

GWA Resolution No. 18-FY2024

What is the project's objective and is it necessary and urgent?

- This request is to seek additional funding authority for the purchase of additional pumps and motors before the current contract expires in May 2024 to help close the window of when stock pump and motors are received from the new contract that is expected to be executed by June 2024. The project is to replenish the inventory of submersible pumps and motors for GWA deep wells to ensure adequate stock is available at all times to quickly bring any wells back into service. The objective is to maintain critical inventory levels for pumps and motors at all times.

Where is the location?

- GWA deep well facilities island-wide.

How much will it cost?

- The increased funding authorization for the contract with JMI- Edison will be Four Hundred Thousand Dollars (\$400,000.00) to bring the total funding authorization to Three Million Six Hundred Ninety-Two Thousand Nine Hundred Seventy-One Dollars and Forty Cents (\$3,692,971.40) for the purchases of additional submersible pumps and motors.

When will it be completed?

- The indefinite quantity contract will be in place until May 2024 therefore no pump and motors will be procured thereafter.

What is the funding source?

- Revenue or Internally Funded CIP.

The RFP/BID responses (if applicable):

- Not Applicable



GWA Financial Overview

MARCH 2024





Key Financial Indicators

| Indicator | Target | Jan-24 | Feb-24 | Mar-24 |
|-----------------------------------|-------------|-------------|-------------|-------------|
| DSC YTD | | | | |
| · Per Section 6.12 of Indenture | 1.25 | 1.59 | 1.58 | 1.49 |
| · Per PUC / CCU | 1.30 | 1.59 | 1.58 | 1.49 |
| Days – Cash on Hand | 120 days | 278 days | 290 days | 312 days |
| Collection Ratio** | | | | |
| · Month to Date | 99% | 98% | 99% | 100% |
| · Year to Date | 99% | 87% | 89% | 91% |
| Days Billed | 30 days | 30 days | 30 days | 30 days |
| Account Receivable Days | 30 days | 39 days | 39 days | 38 days |
| Account Payable Days | 45 days | 38 days | 38 days | 33 days |
| Employee Count | 400 FTE | 357 FTE | 351 FTE | 350 FTE |
| Water Demand | | | | |
| · Month to Date | 451,933 | 424,459 | 418,166 | 451,256 |
| · Year to Date | 2,711,600 | 1,687,688 | 2,105,853 | 2,557,108 |
| Wastewater Flow | | | | |
| · Month to Date | 317,500 | 309,902 | 298,261 | 338,918 |
| · Year to Date | 1,905,000 | 1,236,157 | 1,534,418 | 1,873,336 |
| Operations & Maintenance Expense* | \$6,567,186 | \$5,552,981 | \$5,537,977 | \$6,311,579 |
| Water Customers | 43,978 | 43,525 | 43,529 | 43,517 |
| Wastewater Customers | 30,781 | 30,879 | 31,216 | 31,298 |

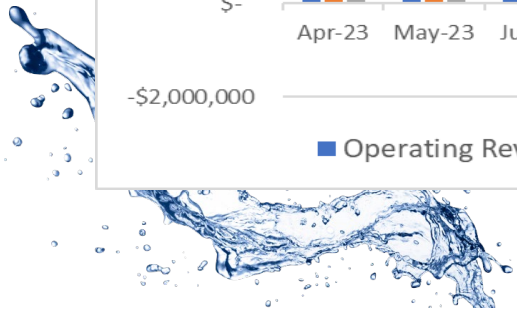
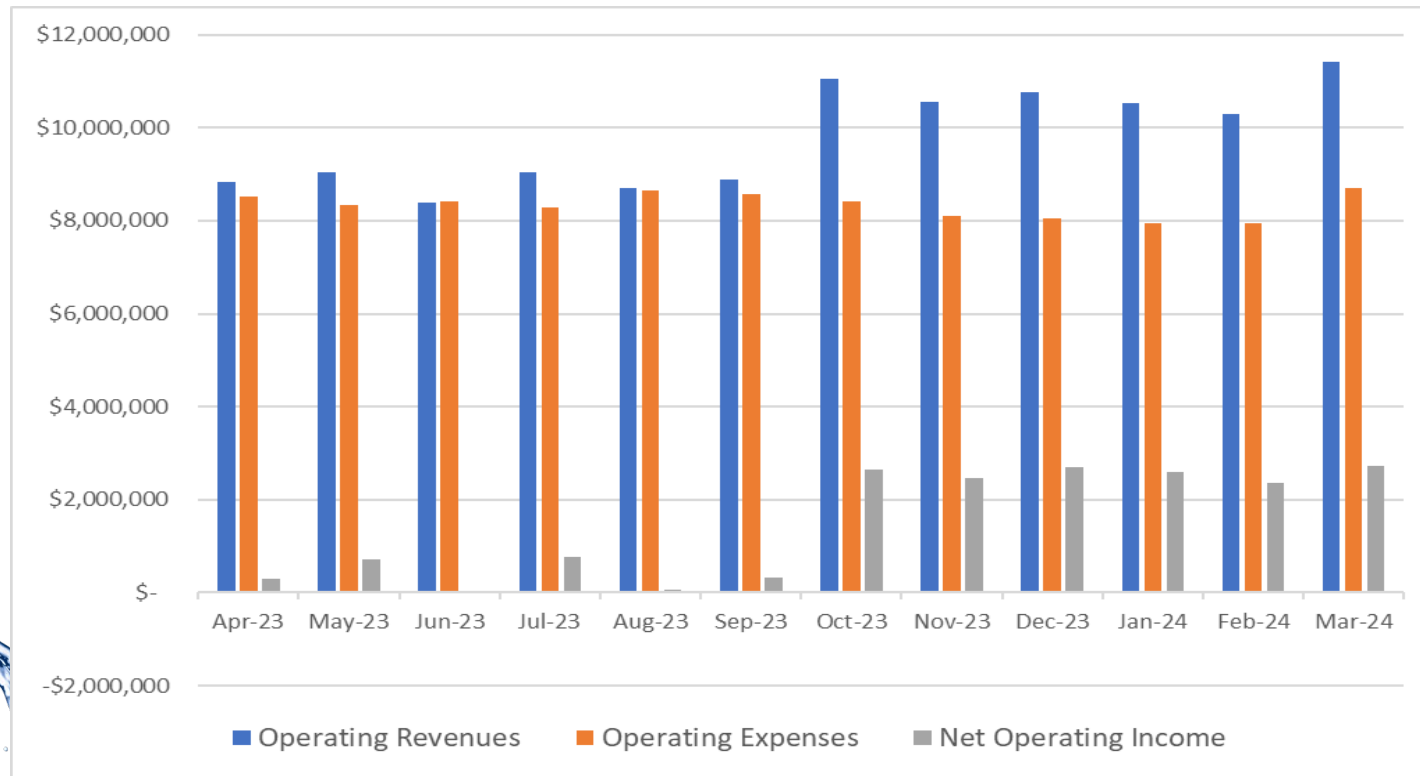
*Excludes depreciation

**Includes SDC Revenue and Collection



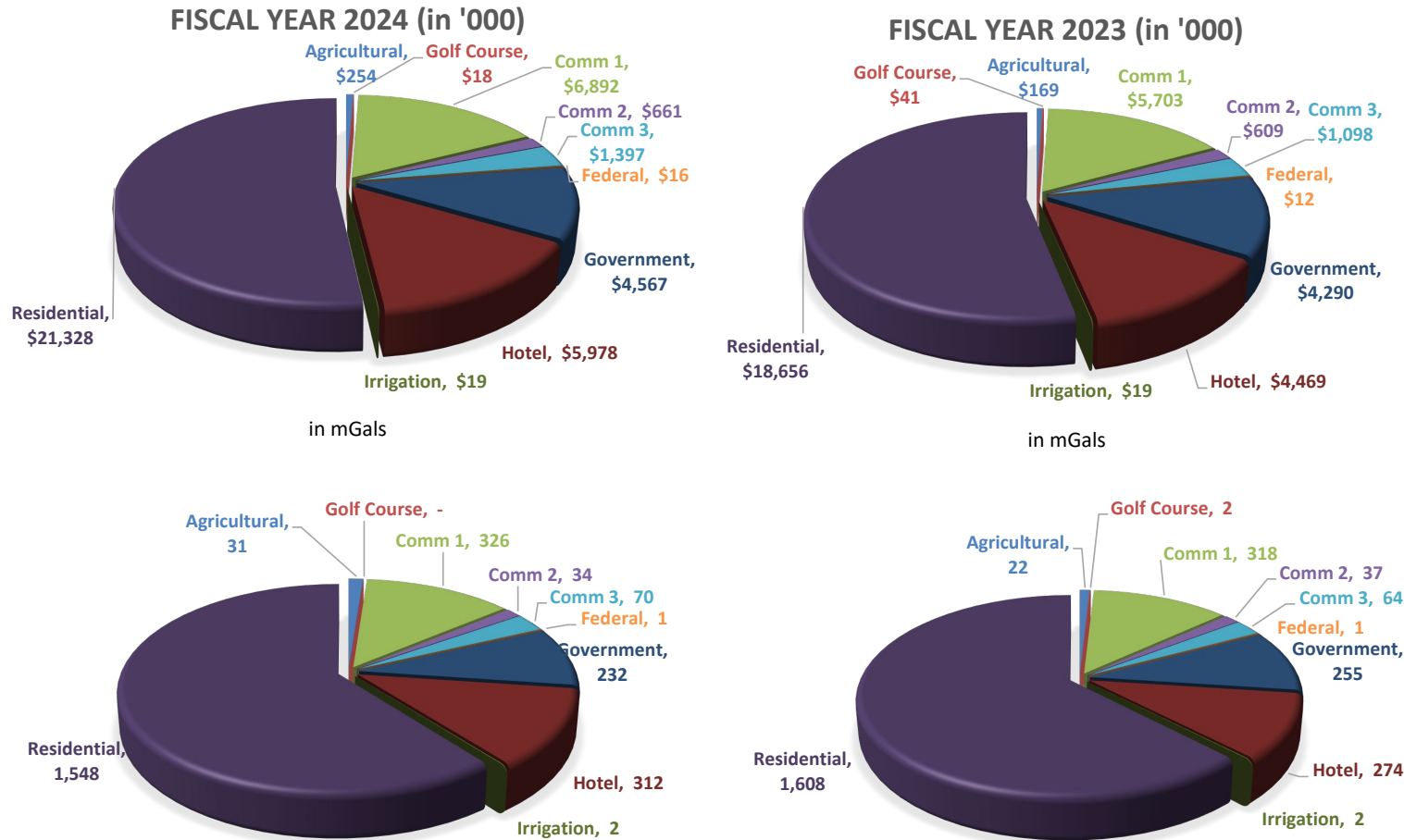


Income Statement



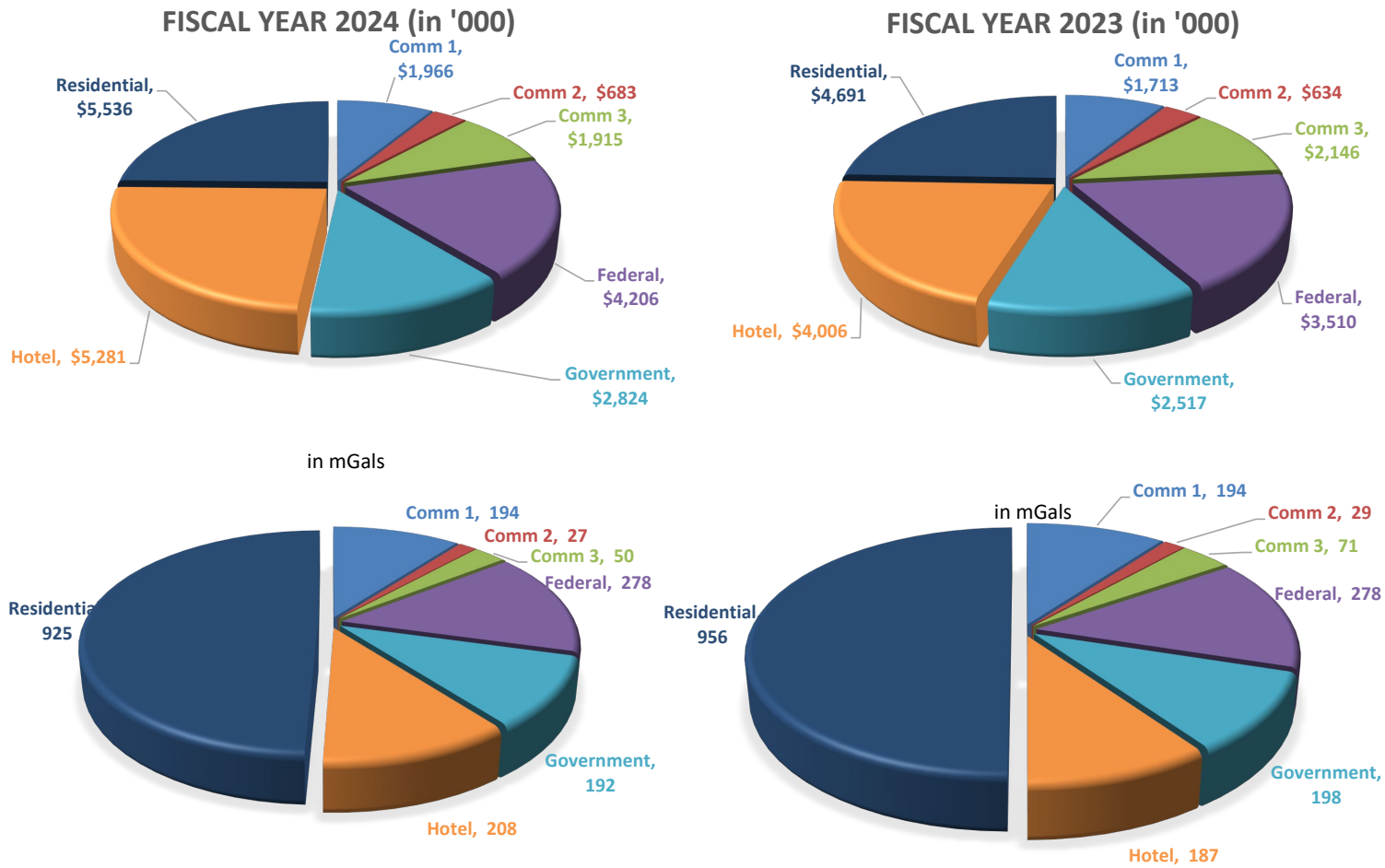


MARCH YTD Water Revenue/Demand by Rate Class



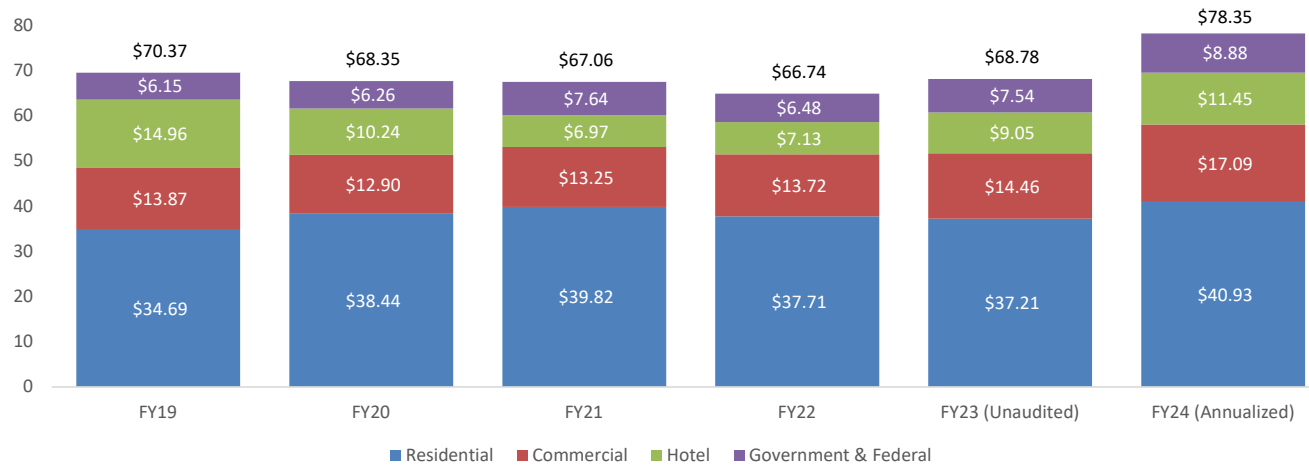
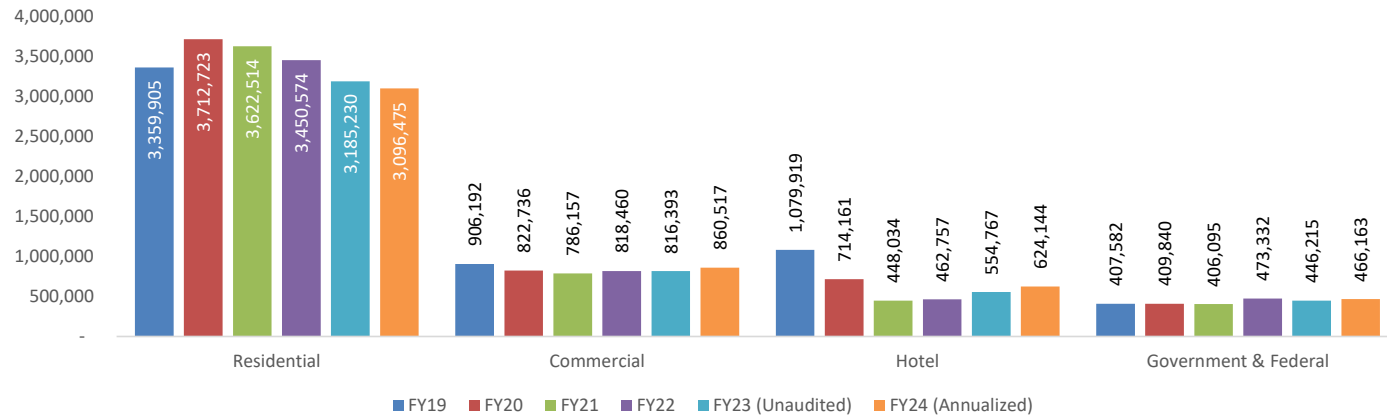


MARCH YTD Waste Water Revenue/FLOW by Rate Class



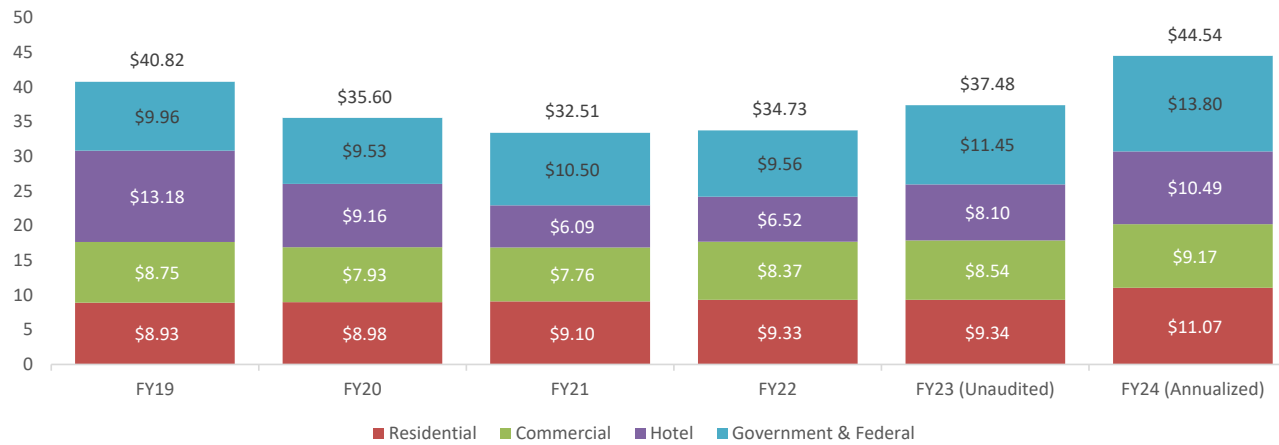
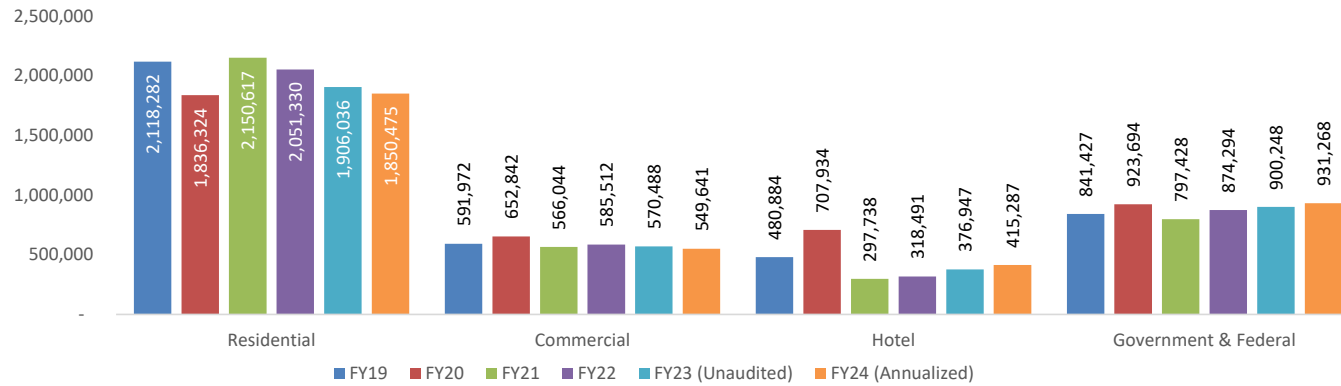


Annual Water Demand and Revenues by Rate Class



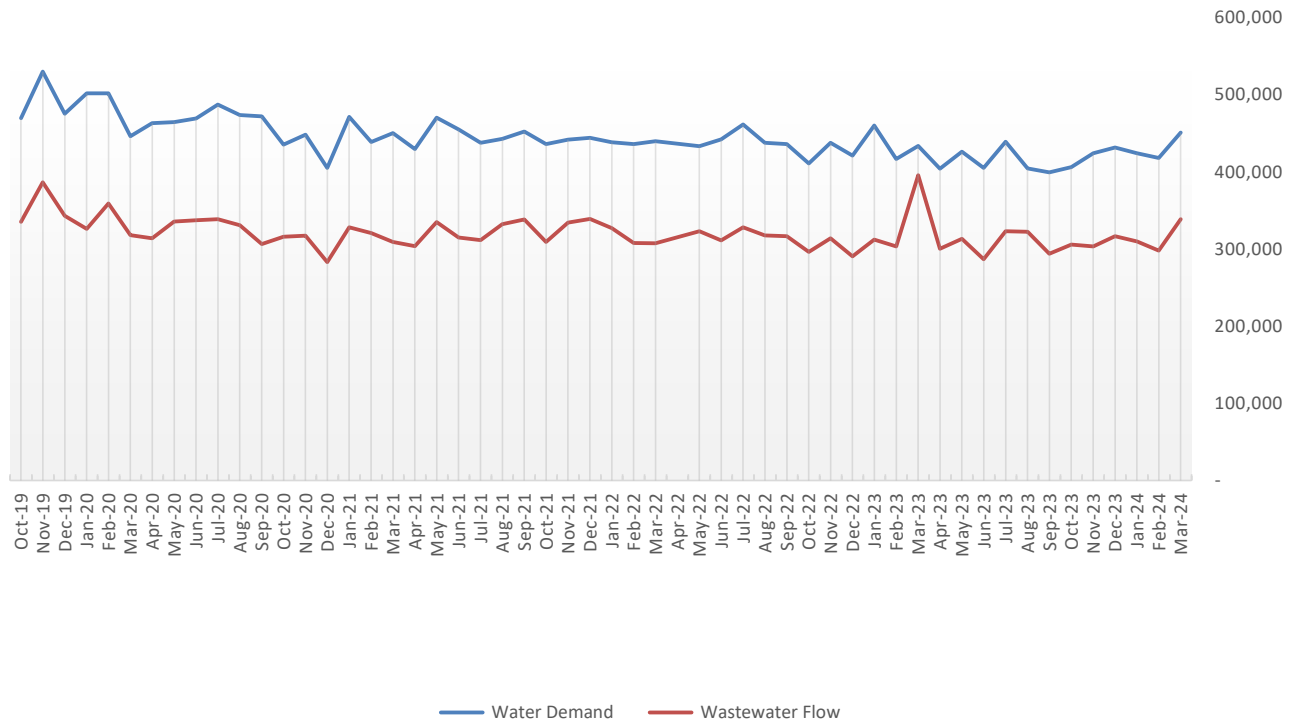


Annual Wastewater Billable Flows and Revenues by Rate Class





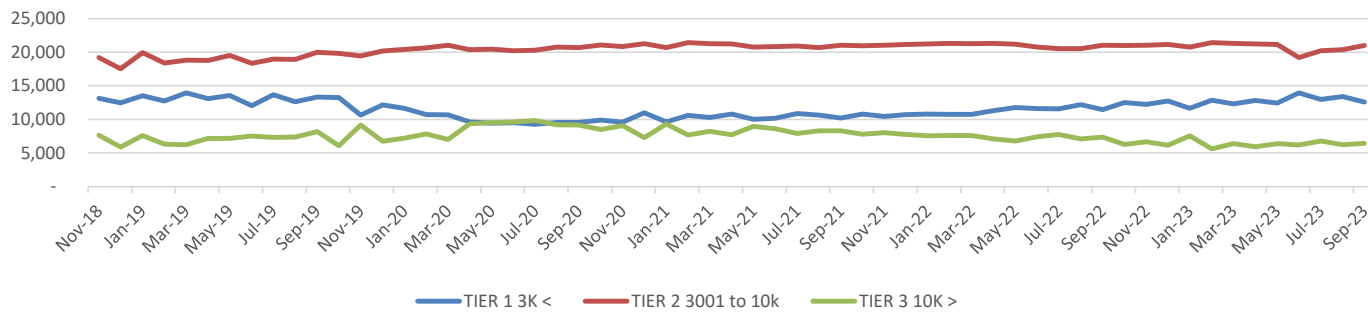
Water Demand & Wastewater Flow – 4 Years



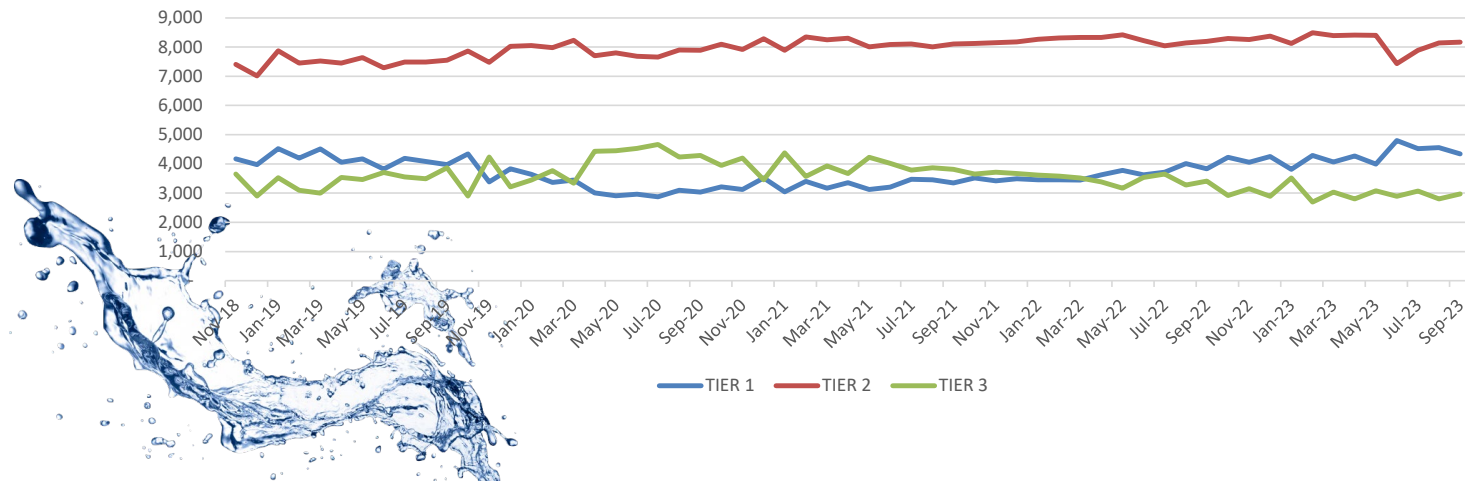


Residential Customer per Tier

Number of Customers

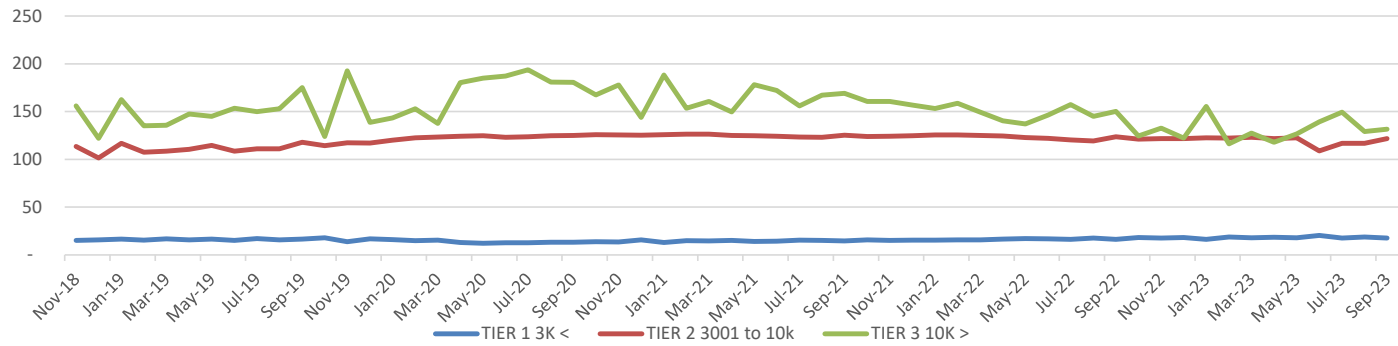


Number of Customers (Water Only)

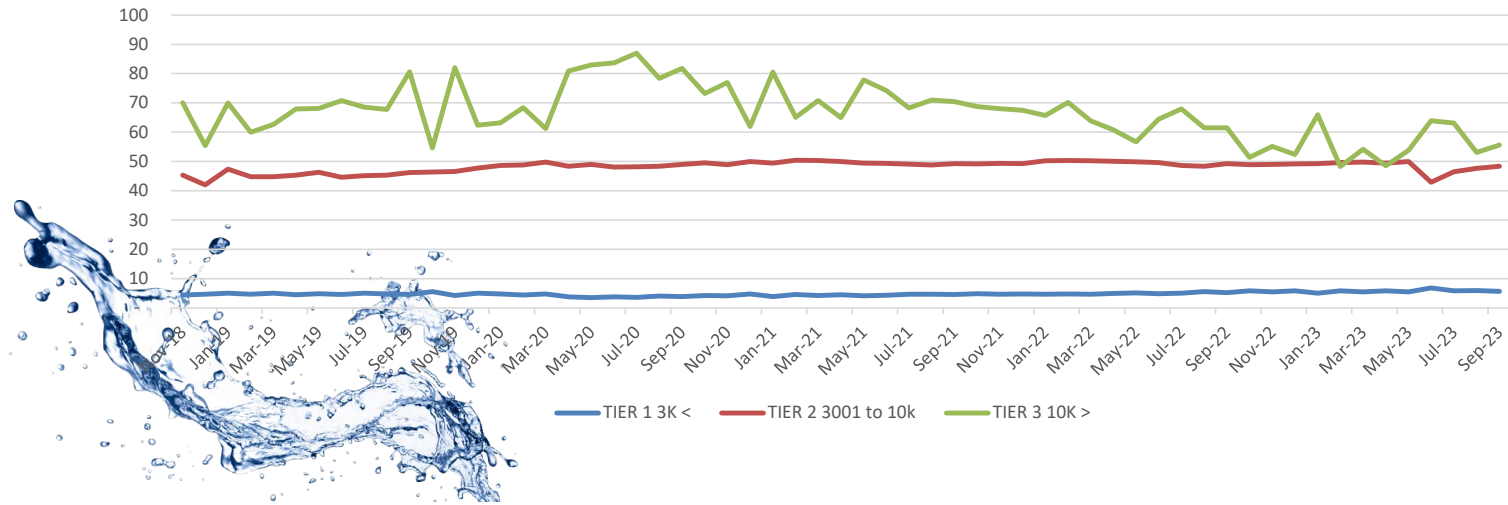




Residential Demand per Tier (in mGals)

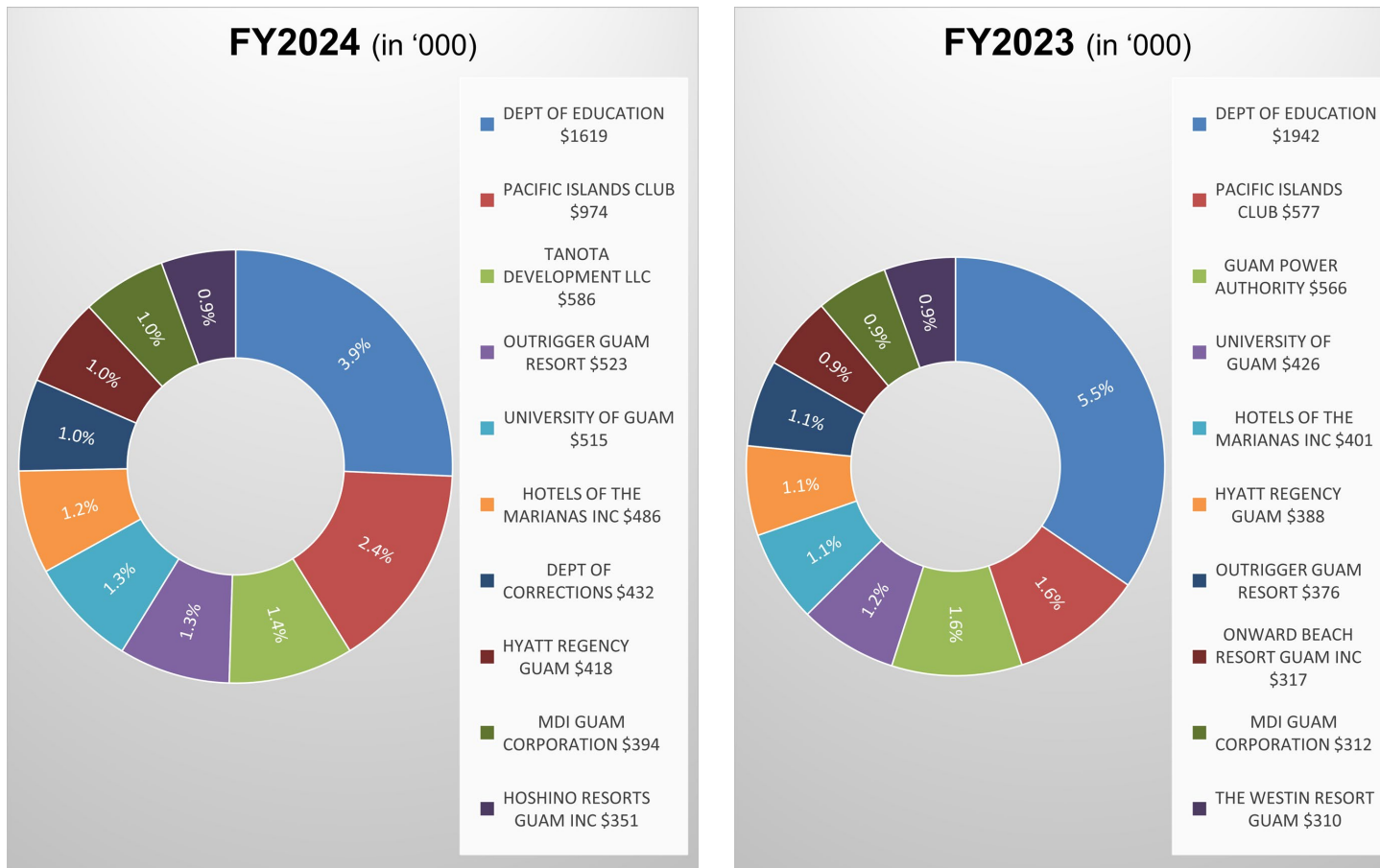


Demand of Customers with Water Service Only



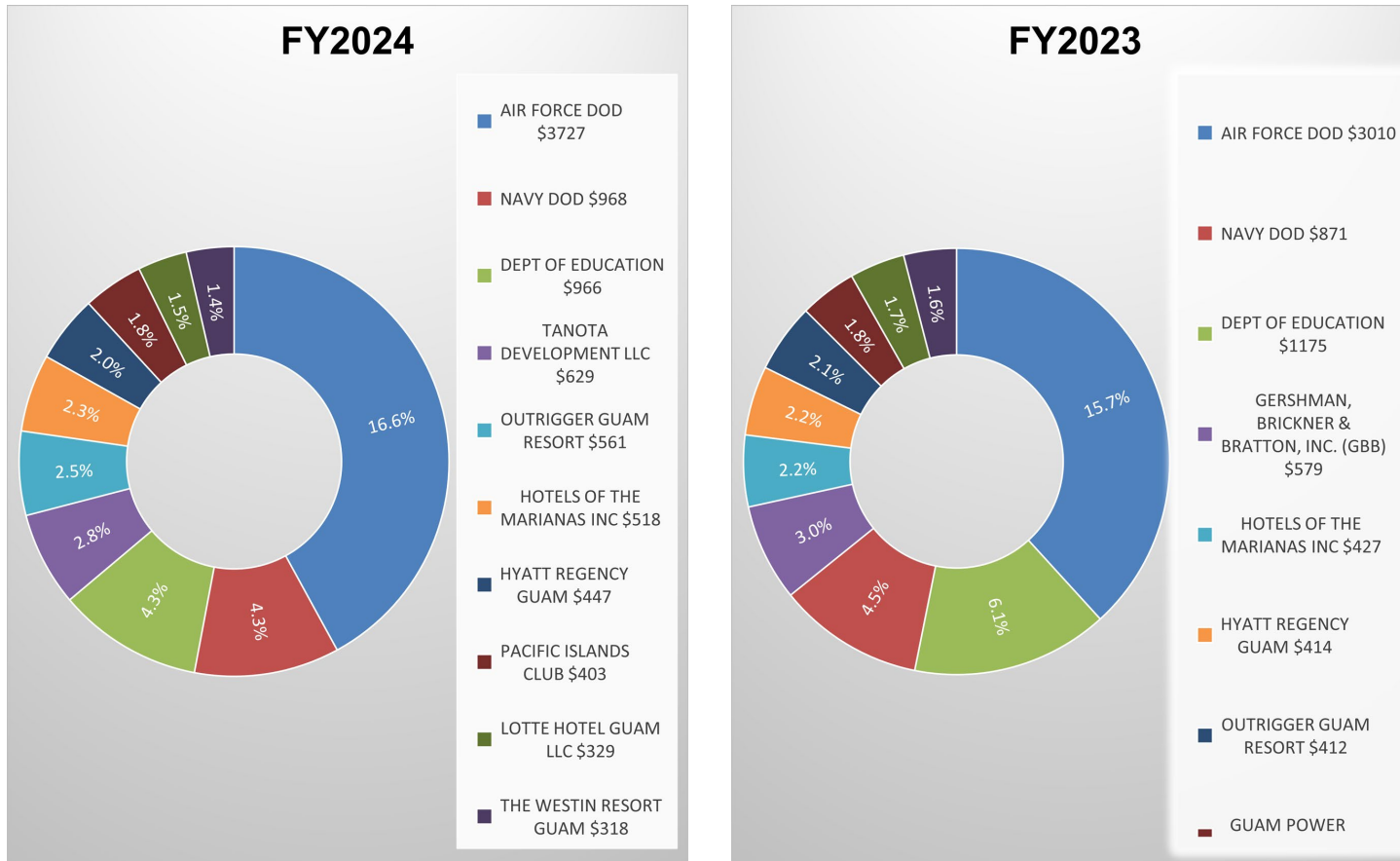


10 Largest Water Customers (MAR YTD)





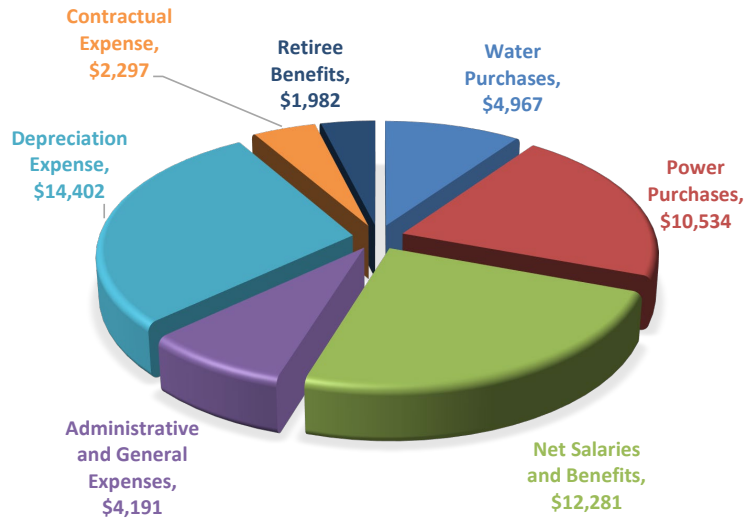
10 Largest Waste Water Customers (MAR YTD)



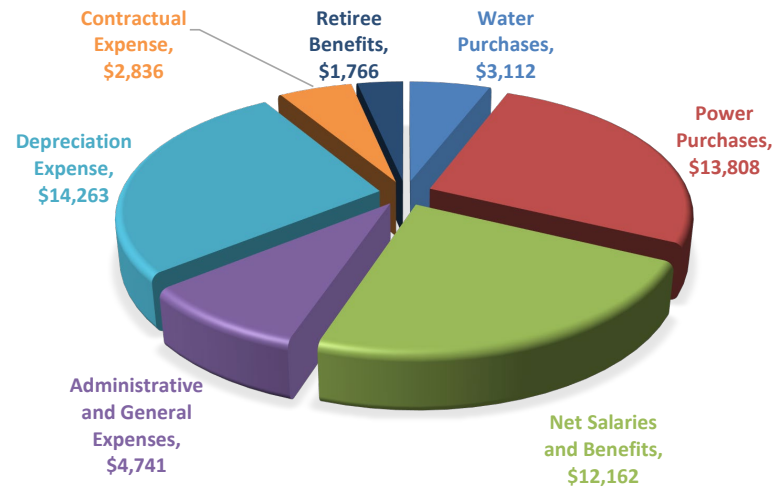


MARCH YTD Expenses by Categories

FY2024 (IN '000)

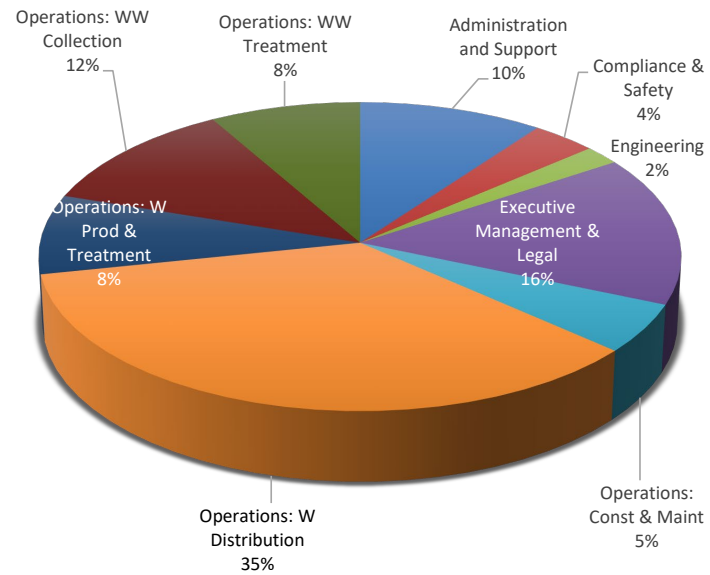
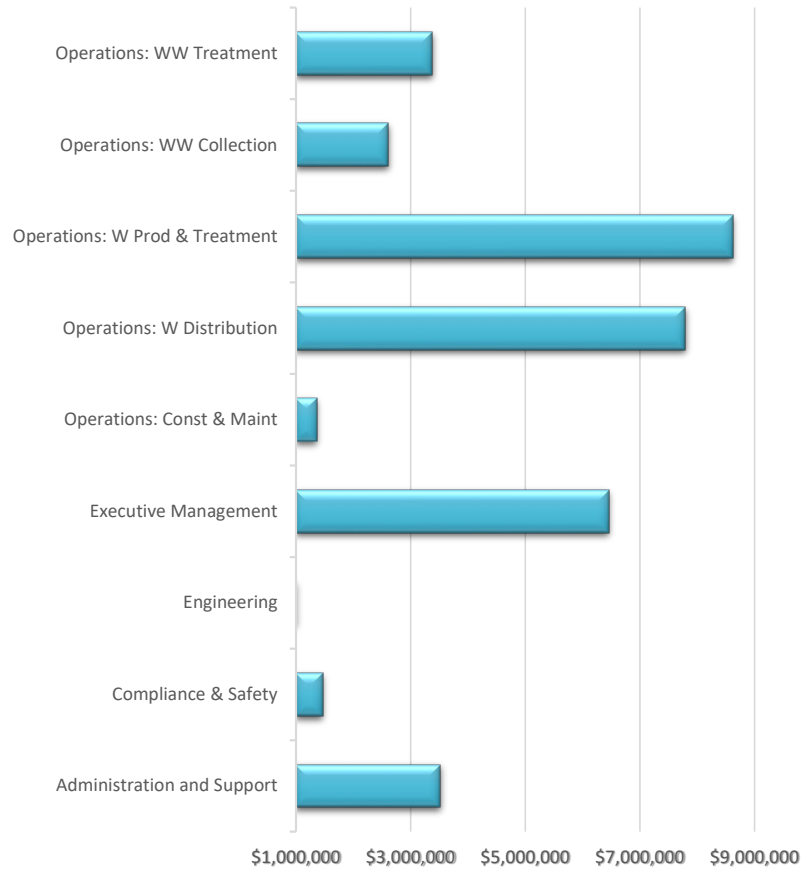


FY2023 (IN '000)



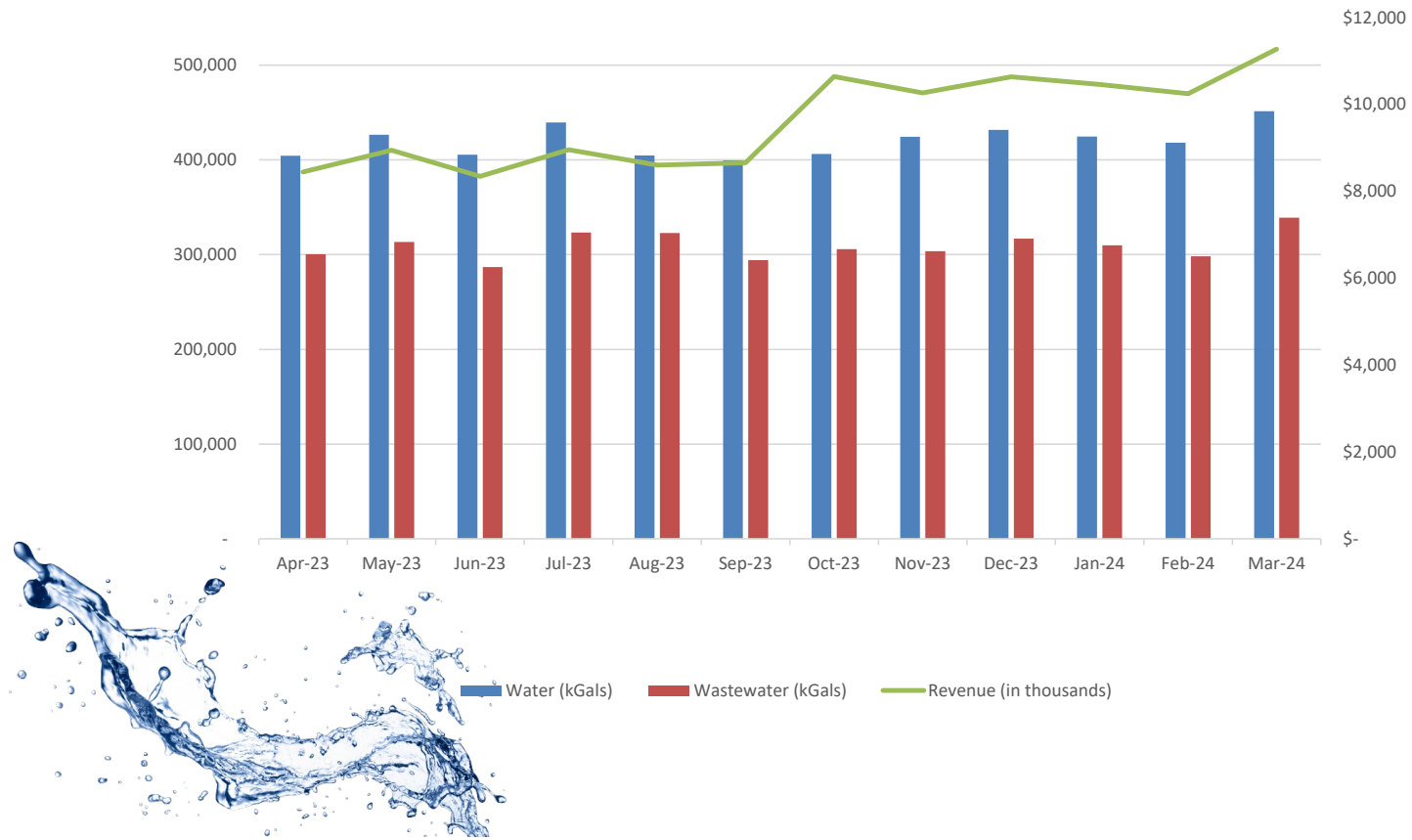


MARCH 2024 YTD O&M Expenses (Excluding Depreciation)



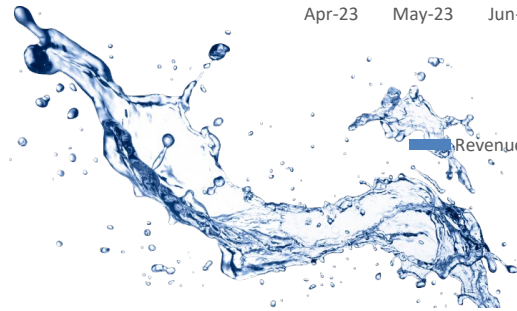
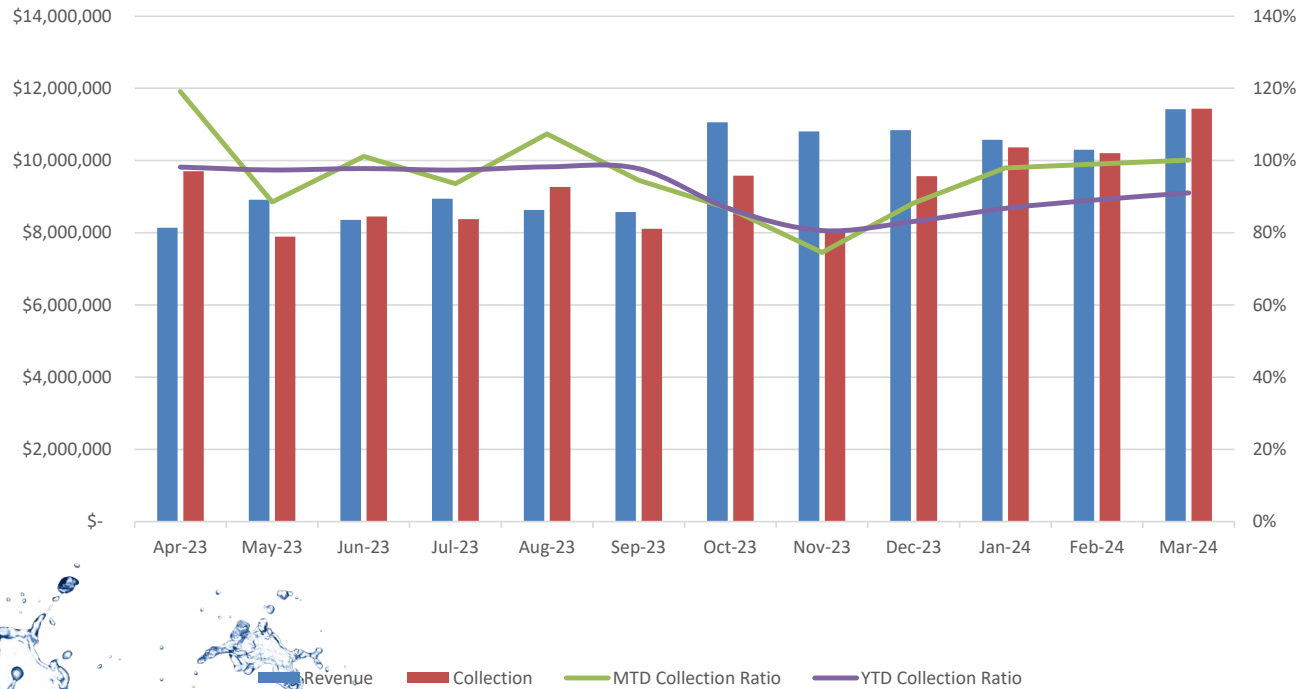


Overall Revenues and Demand





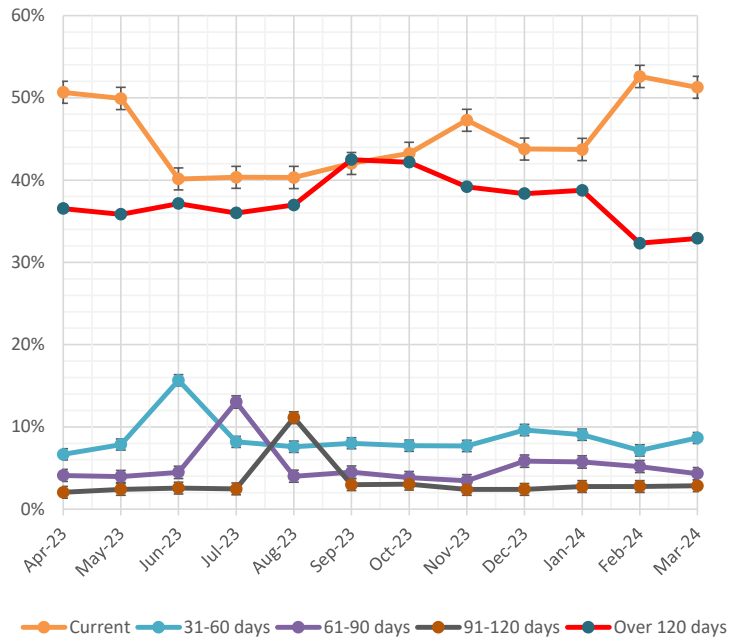
Overall Revenues and Collections



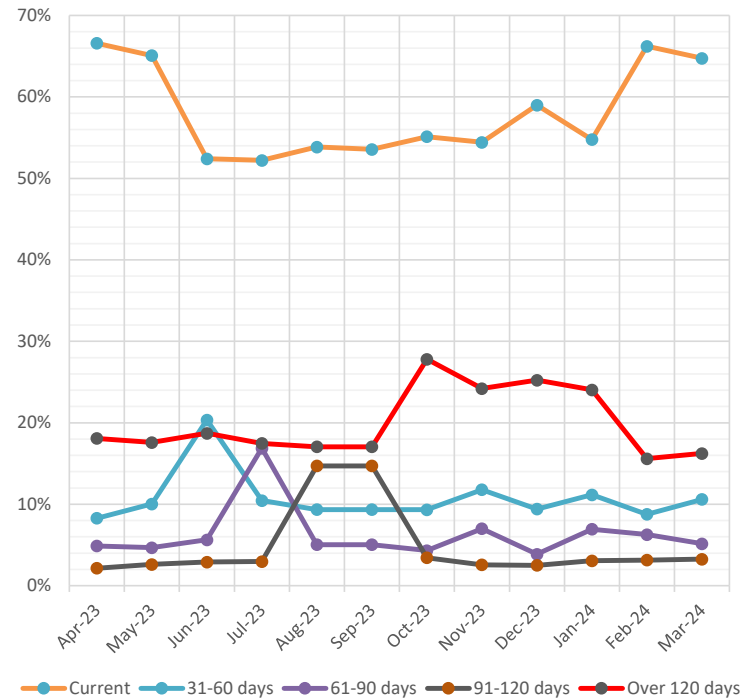


Overall – AR Aging

% of Aged AR Balance to Total AR Balance



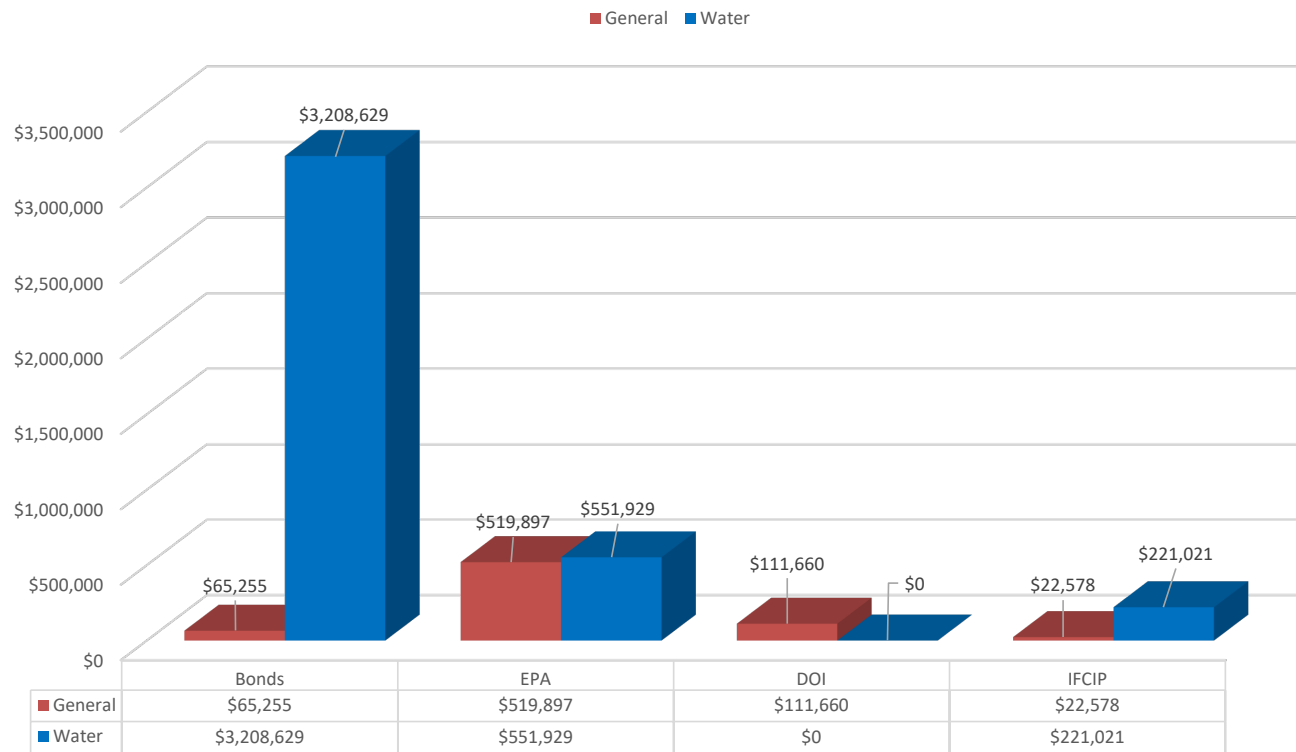
% of Aged AR Balance to Total AR Balance
(without Inactive Accounts)





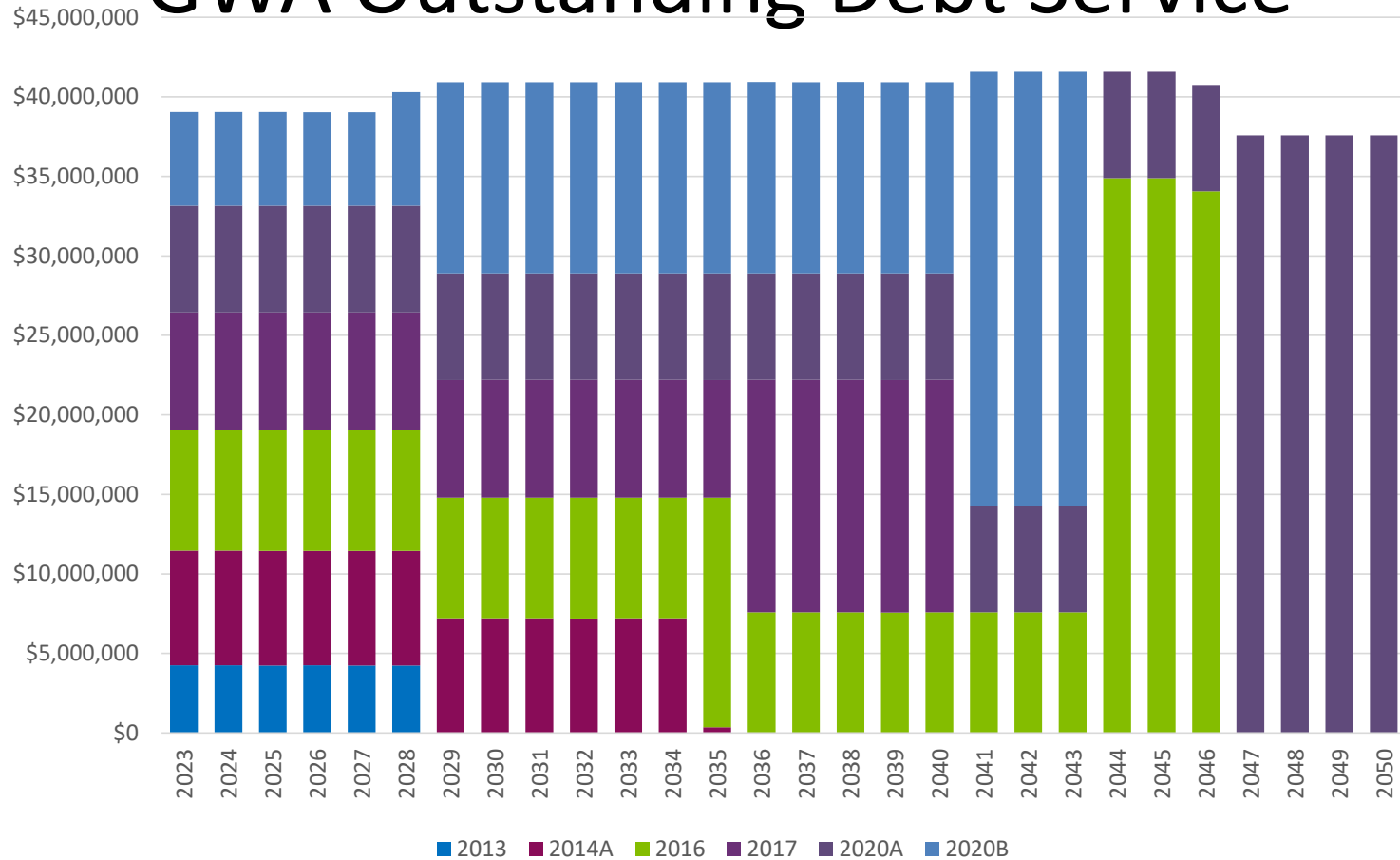
FY2024 YTD CIP Expenditures

CWIP Summary



No expenditures for Wastewater and Electrical as of 3/31/2024.

GWA Outstanding Debt Service



Source: Guam Waterworks Authority.
 Aggregated by Fiscal Year Ending September 30.



Financial Statement Overview March 2024

Key Financial Indicators

| Indicator | Target | January 2024 | February 2024 | March 2024 |
|-----------------------------------|-------------|--------------|---------------|-------------|
| DSC YTD | | | | |
| • Per Section 6.12 of Indenture | 1.25 | 1.59 | 1.58 | 1.49 |
| • Per PUC / CCU | 1.30 | 1.59 | 1.58 | 1.49 |
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| Employee Count | 400 FTE | 357 FTE | 351 FTE | 350 FTE |
| Water Demand | | | | |
| • Month to Date | 451,933 | 424,459 | 418,166 | 451,256 |
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| • Month to Date | 317,500 | 309,902 | 298,261 | 338,918 |
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| Operations & Maintenance Expense* | \$6,567,186 | \$5,552,981 | \$5,537,977 | \$6,311,579 |
| Water Customers | 43,978 | 43,525 | 43,529 | 43,517 |
| Wastewater Customers | 30,781 | 30,879 | 31,216 | 31,298 |

*Excludes Depreciation

** Includes SDC Revenue and Collection

Water and Wastewater Consumption

Water consumption for March 2024 is 4% higher than March 2023. Increases in Government of Guam consumption largely drove the increase. Wastewater flows are 14% less for the month of March compared to last year. Wastewater flow decreases in the Federal Government class were a significant reason for the decrease. Note that billing days in March 2024 and March 2023 were both 30 days.

Year-to-date water consumption as of March 2024 was 1% below prior year and wastewater flows were 2% below prior year. Decreases in water consumption for the Government of Guam and Residential customer classes were the main reasons for the decrease in water consumption. Decreases in wastewater flows from Commercial and Residential customer classes were the prime reasons for the decrease in flows. Note that we are investigating large increases in consumption the recent Navy billings to determine how much of those billings will be passed on to GPA for the MEC facility.

Year-to-date average daily water consumption (ADC) as of March 2024 of 14,206 kgals is 2% less than the prior year's 14,509 kgals. Decreases in the Government of Guam and Residential customer classes largely drove the reduction in ADC. Year-to-date billing days at 180 days are two days more than the prior year.



Balance Sheet (Schedule A)

- Total Assets & Deferred Outflows of Resources of \$1.220B in September 2023 increased by \$9.2M or 1% to \$1.229B in March 2024. Current Assets increased by \$12.1M primarily due to increases in internally restricted cash and accounts receivable. Property, Plant and Equipment decreased by \$5.1M due to increases in depreciation. Other Noncurrent Assets increased by \$3.2M due to increases in investments.
- Liabilities & Deferred Inflow of Resources of \$886.3M in September 2023 decreased by \$1.0M or less than 1% to \$887.3M in March 2024 as increases in Trades Accounts Payable were offset by decreases in Contractors Payable. Note that the bond refunding transactions have not been posted as information is still being analyzed and the advance payment of \$1M from the insurance company for Mawar has been booked as deferred revenue.
- Accounts Receivable days in March 2024 were 38 days and in February 2024 were 39 days. Accounts Payable days In March 2024 were 33 days and in February 2024 were 38 days. Schedule I presents Accounts Receivable Aging by Customer Class and Schedule H contains a breakdown of Government Receivables. Schedule J reports Accounts Payable Aging.

Statement of Operations and Retained Earnings (Schedules B-E)

- Total Operating Revenues for March 2024 of \$11.4M is \$595.0K or 5% more than the budget of \$10.8M March 2024 Total Operating Revenues are 13% or \$1.3M more than March 2023's \$10.1M. Note there was a rate increase of 16.7% effective October 2023.
- Year-to-date Operating Revenues as of March 2024 of \$64.6M were \$323.1K less than budget and \$9.4M or 17% more than Year-to-date Operating Revenues as of March 2023 of \$55.3M.
- Below are the percentages of operating revenues (water and wastewater) contributed by GWA's customer classes for FY2024 and FY2023 as well as the revenue totals:

| Customer Class | FY2024 | | FY2023 | |
|--|--------------|---------|--------------|---------|
| o Residential | \$26,863,629 | 42.28% | \$23,347,082 | 43.01% |
| o Commercial | 13,514,454 | 21.27% | 11,903,199 | 21.93% |
| o Hotel | 11,258,503 | 17.72% | 8,474,653 | 15.61% |
| o Government of Guam | 7,390,605 | 11.63% | 6,807,127 | 12.54% |
| o Federal Government | 4,222,535 | 6.65% | 3,522,174 | 6.49% |
| o Agriculture, Golf Course, Irrigation | 291,475 | 0.46% | 228,442 | 0.42% |
| TOTALS | \$63,541,201 | 100.00% | \$54,282,676 | 100.00% |

- Total Operating Expenses for March 2024 of \$8.7M were \$192.5K or 2% less than budget of \$8.9M. March 2024 Total Operating Expenses were 3% or \$227.8K less than March 2023's \$8.9M. Note the Navy billing for water is being analyze due to large increases in consumption as well as a substantial increase in the Navy rates.
- Year-to-date Operating Expenses as of March 2024 of \$50.7M were 5% or \$2.7M less than the budget of \$53.3M and 4% or \$2.0M less than March 2023's \$52.7M. Water Purchases, Salaries and Benefits, Depreciation, and Retiree Benefits increased year over year while Power Purchases, Administrative & General Expense, and Contractual Expense decreased.



- Earnings from Operations for March 2024 of \$2.7M were 41% or \$787.5K more than the budget of \$1.9M and \$1.5M more than March 2023's \$1.2M. Change in Net Assets for March 2024 of \$1.9M was 4% or \$68.3K more than the \$1.8M budget and \$1.3M more than March 2023's \$627.9K. The increase in the Change in Net Assets year over year was mostly due to the Earnings from Operation.
- Year to Date Earnings from Operations as of March 2024 of \$14.0M is 20% or \$2.4M more than the budget of \$11.6M and \$11.4M more than prior year's \$2.6M. Year-to-date Change in Net Assets as of March 2024 of \$8.1M is \$2.9M or 26% less than budget of \$11.0M and \$402.0K or 5% more than prior year's \$7.7M.
- No Rate Stabilization Funds were used in March 2024. There is a balance of \$950.0K in the RSF at the end of March 2024.

Cash Flow (Schedule F)

- FY2024 cash flows from operating activities were \$26.7M, \$21.2M in cash used in capital and financing activities and cash used in investing activities was \$4.9M resulting in an increase in cash of \$650.3K. Days Cash on Hand for March 2024 was calculated at 312 days compared to February 2024's 290 days. Schedule G contains a schedule of restricted and unrestricted cash and investments.

Customer Payments

While only 7% of payments are made in cash, more than a third of payments continue to be made in person. The Upper Tumon drive through continues to remain open.

On April 28, 2020, CCU Resolution 24-FY2020 granted the lifting of credit card limits on payments for non-residential accounts. In FY2024, approximately 53% of payments were made with credit cards. Below is a summary of non-residential credit card payments and related fees.

| Month | Customer Count | Amount Paid | Fees | % Of Fees to Payments |
|------------------------------|----------------|-------------|----------|-----------------------|
| May - September 2020 | 140 | \$241,335 | \$4,952 | 2.05% |
| October 2020-September 2021 | 526 | \$1,119,286 | \$22,505 | 2.01% |
| October 2021- September 2022 | 738 | \$3,076,971 | \$61,588 | 2.00% |
| October 2022 -September 2023 | 783 | \$3,420,468 | \$66,158 | 1.93% |
| October - December 2023 | 192 | \$1,035,322 | \$20,816 | 2.01% |
| January 2024 | 80 | \$323,378 | \$6,502 | 2.01% |
| February 2024 | 80 | \$344,642 | \$6,929 | 2.01% |
| March 2024 | 74 | \$434,922 | \$8,745 | 2.01% |

The new vendor for the recent merchant services procurement has been selected and details are being finalized for the transition in May.

The Upper Tumon office is open for payments on Saturdays. For the four Saturdays in March, 446 payments totaling \$100,460 were made towards GWA billings and 684 payments totaling \$159,802 were made for GPA.



For the month of March, Finance posted \$24,511 in utility payments from the Department of Administration (DOA) for eligible renters as part of the Guam Emergency Rental Assistance Program (GERAP). There were \$6,615 in payments received for eligible homeowners as part of the Guam Homeowners Assistance Fund (GHAFF).

Guam Solid Waste (GSW) Customer Payments

GPWA began to accept GSW payments on June 6, 2022. For the month of March 2024, GWA accepted \$68,898 in GSW payments at the Upper Tumon Office. GWA will bill \$1,240 to GSW for processing fees.

CIP Update

Below is a table providing a summary of the various sources of funding available for GWA CIPs. The expenditures are life to date. Note that Department of Interior Grants also include funding for training and the USEPA balances include a grant that expired in September 2023.

| Funding Source | Available Funds | Expenditures as of 3/31/2024 | Outstanding Encumbrances | Funding Request | Total Expenditures, Encumbrances, & Funding Requests | Unobligated Project Costs 3/31/2024 | % Unobligated |
|-------------------|-----------------------|------------------------------|--------------------------|----------------------|--|-------------------------------------|---------------|
| B2016 | \$ 142,564,447 | \$ 118,796,317 | \$ 18,491,188 | \$ 1,093,129 | \$ 138,380,634 | \$ 4,183,813 | 2.93% |
| B2017 | \$ 87,884,360 | \$ 84,200,440 | \$ 546,009 | \$ 443,214 | \$ 85,189,663 | \$ 2,694,697 | 3.07% |
| B2020A | \$ 131,303,953 | \$ 19,185,991 | \$ 70,098,268 | \$ 5,379,449 | \$ 94,663,707 | \$ 36,640,246 | 27.90% |
| B2020B | \$ 140,464,317 | \$ 137,278,571 | \$ 1,417,344 | \$ 1,468,808 | \$ 140,164,724 | \$ 299,594 | 0.21% |
| Construction Fund | \$ 4,828,344 | | \$ 1,798,477 | | \$ 1,798,477 | \$ 3,029,867 | 62.75% |
| SDC | \$ 18,530,727 | \$ 12,185,510 | \$ 260,303 | \$ 1,094,000 | \$ 13,539,814 | \$ 4,990,913 | 26.93% |
| DOI | \$ 2,133,783 | \$ 212,679 | \$ 46,324 | | \$ 259,003 | \$ 1,874,781 | 87.86% |
| USEPA | \$ 120,828,094 | \$ 33,324,378 | \$ 10,207,421 | | \$ 43,531,799 | \$ 77,296,295 | 63.97% |
| ARPA | \$ 8,904,346 | \$ 478,035 | \$ 686,287 | | \$ 1,164,322 | \$ 7,740,024 | 86.92% |
| IFCIP | \$ 22,163,049 | \$ 14,143,836 | \$ 1,558,217 | \$ 6,470,326 | \$ 22,172,380 | \$ (9,330) | -0.04% |
| Totals | \$ 679,605,422 | \$ 418,768,815 | \$ 105,824,768 | \$ 15,465,847 | \$ 540,864,523 | \$ 138,740,899 | 20.41% |

FY2025-FY2029 Financial Plan

Virtual meetings with the PUC consultants on the rate petition have been scheduled for the beginning of May. Presentations to various professional and community groups will be scheduled in April and May.

The PUC approved the proposed rate design in principal at their March meeting. The rate design will be rolled out in FY2026 at the earliest.

Refunding Update

The Series 2024A Bonds closed on March 14 and the Series 2024B Bonds closed on April 2, 2024. The GWA Finance team is working with the Trustee to ensure all the appropriate accounts have been set up.

GEDA posted the notice of defeasance related to the bonds that were refunded on EMMA.

Invest Guam Symposium

GEDA is hosting a 2-day InvestGuam Symposium on May 14 &15 in New York City. All the Government of Guam credits, including GWA have been invited to participate in the presentation to potential investors.

Tourism

Visitor arrivals in March 2024 were 66,753 compared to March 2023 arrivals of 61,388, an increase of 8.7%. Fiscal Year to Date arrivals at March FY2024 were 412,259 up 33.4% for March FY2023's YTD 309,086. Calendar Year to Date arrivals at March FY2024 were 223,577 up 28.3% from March CY2023's YTD 174,328.

**GUAM WATERWORKS AUTHORITY
March 31, 2024
FINANCIAL AND RELATED REPORTS
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GUAM WATERWORKS AUTHORITY
Balance Sheet
March 31, 2024

SCHEDULE A

| ASSETS AND DEFERRED OUTFLOWS of RESOURCES | Unaudited March 31, 2024 | Unaudited September 30, 2023 | Increase (Decrease) |
|--|-----------------------------|---------------------------------|------------------------|
| Current Assets | | | |
| Cash | | | |
| Unrestricted (Schedule G) | 50,975,203 | 50,324,888 | 650,316 |
| Restricted Funds (Schedule G) | 41,406,784 | 32,707,733 | 8,699,052 |
| Accounts Receivable Trade, Net of Allowance for Doubtful Receivables of \$9,582,684 at Mar 31, 2024 and \$10,894,003 at Sep 30, 2023 | 14,917,788 | 11,484,716 | 3,433,072 |
| Federal Receivable | 859,464 | 2,191,346 | (1,331,882) |
| Other Receivable | 5,848,811 | 4,831,548 | 1,017,263 |
| Prepaid Expenses | 845,579 | 1,206,948 | (361,369) |
| Materials & Supplies Inventory, Net of Allowance for Obsolescence of \$122,856 at Mar 31, 2024 and \$122,856 at Sep 30, 2023 | 5,058,350 | 5,096,658 | (38,307) |
| Total Current Assets | 119,911,981 | 107,843,836 | 12,068,145 |
| Property, Plant and Equipment | | | |
| Utility plant in service | | | |
| Water system | 445,503,779 | 444,848,078 | 655,701 |
| Wastewater system | 683,275,301 | 679,249,470 | 4,025,831 |
| Non-utility property | 34,167,148 | 33,683,228 | 483,920 |
| Total property | 1,162,946,229 | 1,157,780,776 | 5,165,453 |
| Less: Accumulated Depreciation | (439,047,285) | (424,928,727) | (14,118,558) |
| Land | 5,287,305 | 5,287,305 | - |
| Construction Work in Progress | 78,000,481 | 74,149,217 | 3,851,263 |
| Property, Plant and Equipment, net | 807,186,729 | 812,288,571 | (5,101,842) |
| Lease and subscription IT assets | 614,418 | 614,418 | - |
| Noncurrent assets | | | |
| Restricted cash (Schedule G) | 147,859,109 | 150,366,788 | (2,507,679) |
| Investments (Schedule G) | 75,950,414 | 70,239,685 | 5,710,749 |
| Total other noncurrent assets and deferred charges | 223,809,523 | 220,606,453 | 3,203,070 |
| Total Assets | 1,151,522,651 | 1,141,353,278 | 10,169,373 |
| Deferred outflows of resources | | | |
| Regulatory assets | 2,858,947 | 2,858,947 | - |
| Debt defeasance due to bond refunding | 26,171,691 | 27,184,464 | (1,012,773) |
| Deferred outflows from pension | 7,405,025 | 7,405,025 | - |
| Deferred outflows from OPEB | 41,247,962 | 41,247,962 | - |
| Total Assets and Deferred Outflows of Resources | 1,229,206,276 | 1,220,049,676 | 9,156,600 |
| LIABILITIES, DEFERRED INFLOWS of RESOURCES AND NET ASSETS | | | |
| Current Liabilities | | | |
| Current maturities of long-term debt | | | |
| Series 2013 Revenue Bond | 3,315,000 | 3,315,000 | - |
| Series 2014 Refunding Bond | 4,205,000 | 4,205,000 | - |
| Series 2016 Revenue Bond | 875,000 | 875,000 | - |
| Series 2017 Refunding Bond | 2,365,000 | 2,365,000 | - |
| Lease and subscription IT liabilities | 375,103 | 375,103 | - |
| Accounts Payable -Trade | 3,698,819 | 4,329,683 | (630,864) |
| Accrued and Other Liabilities | 18,499,850 | 14,216,960 | 4,282,889 |
| Interest Payable | 7,070,516 | 7,070,516 | - |
| Accrued Payroll and Employee Benefits | 1,442,359 | 1,334,022 | 108,337 |
| Current portion of employee annual leave | 729,390 | 729,390 | - |
| Contractors' Payable | 6,761,317 | 8,565,009 | (1,803,692) |
| Customer and Other Deposits | 2,297,847 | 2,268,968 | 28,879 |
| Total Current Liabilities | 51,635,201 | 49,649,651 | 1,985,550 |
| Long Term Debt, less current maturities | | | |
| Series 2013 Revenue Bond | 15,050,000 | 15,050,000 | - |
| Series 2014 Refunding Bond | 55,845,000 | 55,845,000 | - |
| Series 2016 Revenue Bond | 133,265,000 | 133,265,000 | - |
| Series 2017 Refunding Bond | 98,565,000 | 98,565,000 | - |
| Series 2020A Revenue Bond | 134,000,000 | 134,000,000 | - |
| Series 2020B Refunding Bond | 166,075,000 | 166,075,000 | - |
| Unamortized Bond Premium/Discount | 36,349,316 | 37,287,410 | (938,094) |
| Lease and subscription IT liabilities | 192,245 | 192,245 | - |
| Net pension liability | 46,038,335 | 46,038,335 | - |
| Net OPEB obligation | 116,272,057 | 116,272,057 | - |
| Employee Annual Leave, Less Current Portion | 913,289 | 913,289 | - |
| Employee Sick Leave | 1,429,998 | 1,429,998 | - |
| Total Liabilities | 855,630,442 | 854,582,986 | 1,047,456 |
| Deferred inflows of resources: | | | |
| Contribution in Aid of Construction | 639,287 | 646,937 | (7,650) |
| Deferred inflows from pension | 5,176,746 | 5,176,746 | - |
| Deferred inflows from OPEB | 25,852,937 | 25,852,937 | - |
| Total Liabilities and Deferred Inflows of Resources | 887,299,412 | 886,259,606 | 1,039,806 |
| Net Assets | 341,906,864 | 333,790,070 | 8,116,795 |
| Total Liabilities, Deferred Inflows of Resources and Net Assets | 1,229,206,276 | 1,220,049,676 | 9,156,600 |

GUAM WATERWORKS AUTHORITY
Statement of Operations and Retained Earnings
Comparative Budget vs. Actual for the period ending March 31, 2024

SCHEDULE B

| | Month to Date | | Variance Favorable / (Unfavorable) |
|---|--------------------------------|--------------------|--|
| | Actual (Unaudited) March-24 | Budget March-24 | |
| OPERATING REVENUES | | | |
| Water Revenues | 6,961,460 | 6,706,635 | 254,825 |
| Wastewater Revenues | 3,956,620 | 3,652,565 | 304,055 |
| Legislative Surcharge | 360,055 | 327,945 | 32,110 |
| Other Revenues | 36,470 | 39,525 | (3,055) |
| System Development Charge | 109,075 | 102,000 | 7,075 |
| Total Operating Revenues | 11,423,679 | 10,828,670 | 595,010 |
| OPERATING AND MAINTENANCE EXPENSES | | | |
| Water Purchases | 877,510 | 491,667 | (385,843) |
| Power Purchases | 1,863,625 | 1,935,131 | 71,505 |
| Total Utility Costs | 2,741,135 | 2,426,797 | (314,338) |
| Salaries and Wages | 1,671,782 | 1,825,560 | 153,778 |
| Pension and Benefits | 676,497 | 649,877 | (26,620) |
| Total Salaries and Benefits | 2,348,279 | 2,475,437 | 127,158 |
| Capitalized Labor and Benefits | (253,428) | (346,595) | (93,167) |
| Net Salaries and Benefits | 2,094,851 | 2,128,842 | 33,991 |
| Administrative and General Expenses | | | |
| Sludge removal | 98,195 | 27,993 | (70,202) |
| Chemicals | 31,011 | 159,944 | 128,933 |
| Materials & Supplies | 109,173 | 207,083 | 97,909 |
| Transportation | 29,745 | 64,580 | 34,835 |
| Communications | 9,403 | 13,268 | 3,864 |
| Claims | 43,924 | 14,917 | (29,007) |
| Insurance | 148,838 | 161,333 | 12,496 |
| Training & Travel | 31,792 | 16,763 | (15,029) |
| Advertising | 1,376 | 11,199 | 9,823 |
| Miscellaneous | 146,339 | 111,992 | (34,347) |
| Regulatory Expense | 22,675 | 18,250 | (4,425) |
| Bad Debts Provision | (3,555) | 188,520 | 192,075 |
| Total Administrative and General Expense | 668,915 | 995,841 | 326,926 |
| Depreciation Expense | 2,383,838 | 2,401,423 | 17,585 |
| Contractual Expense | | | |
| Audit & Computer Maintenance | 175,055 | 165,771 | (9,283) |
| Building rental | 41,855 | 50,264 | 8,408 |
| Equipment rental | 33,767 | 46,774 | 13,007 |
| Legal | 33,415 | 125,000 | 91,585 |
| Laboratory | 83,932 | 43,829 | (40,103) |
| Other | 109,149 | 190,403 | 81,254 |
| Total Contractual Expense | 477,173 | 622,041 | 144,868 |
| Retiree Supp. Annuities and health care costs | 271,045 | 252,159 | (18,886) |
| Contribution to Government of Guam | 58,458 | 60,809 | 2,350 |
| Total Retiree Benefits | 329,503 | 312,968 | (16,535) |
| Total Operating Expenses | 8,695,417 | 8,887,913 | 192,496 |
| Earnings (Loss) from Operations | 2,728,262 | 1,940,757 | 787,506 |
| Interest Income - 2010/13/14/16/17/20 Series Bond | 1,171,975 | 647,004 | 524,971 |
| Interest Income - Other Funds | 197,266 | 22,917 | 174,349 |
| Interest Income - SDC | 28,979 | 873 | 28,106 |
| Interest Expense - 2010/13/14/16/17/20 Series Bond | (2,356,839) | (2,356,839) | - |
| Contributions from Local Government | - | - | - |
| Loss on Asset Disposal | - | (56,499) | 56,499 |
| Amortization of Discount, Premium and Issuance Costs | 156,349 | 124,228 | 32,121 |
| Defeasance due to bond refunding | (168,795) | (170,449) | 1,654 |
| Prior Year Adjustment | - | (7,229) | 7,229 |
| Total non-operating revenues (expenses) | (971,065) | (1,795,994) | 824,929 |
| Net Income (Loss) before capital contributions | 1,757,197 | 144,762 | 1,612,435 |
| Capital Contributions | | | |
| Grants from US Government | 151,279 | 1,686,437 | (1,535,158) |
| Grants from GovGuam & Others | - | 8,937 | (8,937) |
| Total Capital Contributions | 151,279 | 1,695,374 | (1,544,095) |
| Change in Net Assets | 1,908,476 | 1,840,136 | 68,340 |
| Debt Service Calculation | | | |
| Earnings From Operations | 2,728,262 | 1,940,757 | |
| System Development Charge | (109,075) | (102,000) | |
| Retiree COLA | 58,458 | 60,809 | |
| Interest/Investment Income | 197,266 | 22,917 | |
| Depreciation | 2,383,838 | 2,401,423 | |
| Plus withdrawals (deposits) to Rate Stabilization Fund | - | 79,167 | |
| ARPA Grant | - | - | |
| Balance Available for Debt Service per Section 6.12 | 5,258,750 | 4,403,072 | |
| Debt Service | | | |
| Principal | 896,667 | 896,667 | |
| Interest | 2,356,839 | 2,356,839 | |
| Total | 3,253,505 | 3,253,505 | |
| Debt Service Coverage (1.25X) - per Section 6.12 (Indenture) | 1.62 | 1.35 | |
| Debt Service Coverage (1.30X) (PUC) | 1.62 | 1.35 | |

GUAM WATERWORKS AUTHORITY
Statement of Operations and Retained Earnings
Comparative for the period ending March 31, 2024

SCHEDULE C

| | Month to Date | | Variance Increase / (Decrease) |
|---|--------------------------------|--------------------------------|--------------------------------------|
| | Actual (Unaudited) March-24 | Actual (Unaudited) March-23 | |
| OPERATING REVENUES | | | |
| Water Revenues | 6,961,460 | 5,687,593 | 1,273,866 |
| Wastewater Revenues | 3,956,620 | 3,988,518 | (31,898) |
| Legislative Surcharge | 360,055 | 295,330 | 64,726 |
| Other Revenues | 36,470 | 107,966 | (71,497) |
| System Development Charge | 109,075 | 61,057 | 48,018 |
| Total Operating Revenues | 11,423,679 | 10,140,465 | 1,283,214 |
| OPERATING AND MAINTENANCE EXPENSES | | | |
| Water Purchases | 877,510 | 465,499 | 412,011 |
| Power Purchases | 1,863,625 | 2,271,740 | (408,115) |
| Total Utility Costs | <u>2,741,135</u> | <u>2,737,239</u> | <u>3,896</u> |
| Salaries and Wages | 1,671,782 | 1,718,484 | (46,702) |
| Pension and Benefits | 676,497 | 667,974 | 8,523 |
| Total Salaries and Benefits | <u>2,348,279</u> | <u>2,386,458</u> | <u>(38,179)</u> |
| Capitalized Labor and Benefits | (253,428) | (153,721) | (99,706) |
| Net Salaries and Benefits | <u>2,094,851</u> | <u>2,232,736</u> | <u>(137,885)</u> |
| Administrative and General Expenses | | | |
| Sludge removal | 98,195 | 57,922 | 40,273 |
| Chemicals | 31,011 | 73,688 | (42,677) |
| Materials & Supplies | 109,173 | 126,894 | (17,720) |
| Transportation | 29,745 | 58,072 | (28,327) |
| Communications | 9,403 | 8,167 | 1,236 |
| Claims | 43,924 | 5,850 | 38,074 |
| Insurance | 148,838 | 147,927 | 911 |
| Training & Travel | 31,792 | 5,805 | 25,987 |
| Advertising | 1,376 | 4,699 | (3,323) |
| Miscellaneous | 146,339 | 94,997 | 51,341 |
| Regulatory Expense | 22,675 | 31,352 | (8,677) |
| Bad Debts Provision | (3,555) | 199,429 | (202,984) |
| Total Administrative and General Expense | <u>668,915</u> | <u>814,802</u> | <u>(145,887)</u> |
| Depreciation Expense | <u>2,383,838</u> | <u>2,356,785</u> | <u>27,053</u> |
| Contractual Expense | | | |
| Audit & Computer Maintenance | 175,055 | 164,663 | 10,392 |
| Building rental | 41,855 | 48,327 | (6,471) |
| Equipment rental | 33,767 | 27,689 | 6,078 |
| Legal | 33,415 | 97,432 | (64,017) |
| Laboratory | 83,932 | 20,609 | 63,323 |
| Other | 109,149 | 119,822 | (10,673) |
| Total Contractual Expense | <u>477,173</u> | <u>478,542</u> | <u>(1,369)</u> |
| Retiree Supp. Annuities and health care costs | 271,045 | 246,992 | 24,053 |
| Contribution to Government of Guam | 58,458 | 56,100 | 2,358 |
| Total Retiree Benefits | <u>329,503</u> | <u>303,092</u> | <u>26,411</u> |
| Total Operating Expenses | <u>8,695,417</u> | <u>8,923,197</u> | <u>(227,780)</u> |
| Earnings (Loss) from Operations | <u>2,728,262</u> | <u>1,217,268</u> | <u>1,510,994</u> |
| Interest Income - 2010/13/14/16/17/20 Series Bond | 1,171,975 | 770,610 | 401,365 |
| Interest Income - Other Funds | 197,266 | 125,576 | 71,690 |
| Interest Income - SDC | 28,979 | 6,252 | 22,727 |
| Interest Expense - 2010/13/14/16/17/20 Series Bond | (2,356,839) | (2,400,140) | 43,301 |
| Contributions from Local Government | - | 550,000 | (550,000) |
| Loss on Asset Disposal | - | - | - |
| Amortization of Discount, Premium and Issuance Costs | 156,349 | 124,228 | 32,121 |
| Defeasance due to bond refunding | (168,795) | (170,449) | 1,654 |
| Prior Year Adjustment | - | (6,192) | 6,192 |
| Total non-operating revenues (expenses) | <u>(971,065)</u> | <u>(1,000,116)</u> | <u>29,050</u> |
| Net Income (Loss) before capital contributions | <u>1,757,197</u> | <u>217,152</u> | <u>1,540,045</u> |
| Capital Contributions | | | |
| Grants from US Government | 151,279 | 410,820 | (259,541) |
| Grants from GovGuam & Others | - | - | - |
| Total Capital Contributions | <u>151,279</u> | <u>410,820</u> | <u>(259,541)</u> |
| Change in Net Assets | <u>1,908,476</u> | <u>627,972</u> | <u>1,280,504</u> |
| Debt Service Calculation | | | |
| Earnings From Operations | 2,728,262 | 1,217,268 | |
| System Development Charge | (109,075) | (61,057) | |
| Retiree COLA | 58,458 | 56,100 | |
| Interest/Investment Income | 197,266 | 125,576 | |
| Depreciation | 2,383,838 | 2,356,785 | |
| Plus withdrawals (deposits) to Rate Stabilization Fund | - | - | |
| ARPA Grant | - | 550,000 | |
| Balance Available for Debt Service per Section 6.12 | <u>5,258,750</u> | <u>4,244,672</u> | |
| Debt Service | | | |
| Principal | 896,667 | 852,917 | |
| Interest | 2,356,839 | 2,400,140 | |
| Total | <u>3,253,505</u> | <u>3,253,056</u> | |
| Debt Service Coverage (1.25X) - per Section 6.12 (Indenture) | <u>1.62</u> | <u>1.30</u> | |
| Debt Service Coverage (1.30X) (PUC) | <u>1.62</u> | <u>1.30</u> | |

GUAM WATERWORKS AUTHORITY
Statement of Operations and Retained Earnings
Comparative Budget vs. Actual for the period ending March 31, 2024

SCHEDULE D

| | Year to Date | | Variance Favorable / (Unfavorable) |
|---|--------------------------------|--------------------|--|
| | Actual (Unaudited) March-24 | Budget March-24 | |
| OPERATING REVENUES | | | |
| Water Revenues | 39,734,380 | 40,239,807 | (505,427) |
| Wastewater Revenues | 21,791,862 | 21,915,390 | (123,528) |
| Legislative Surcharge | 2,014,960 | 1,967,671 | 47,289 |
| Other Revenues | 205,698 | 237,150 | (31,452) |
| System Development Charge | 901,988 | 612,000 | 289,988 |
| Total Operating Revenues | 64,648,887 | 64,972,017 | (323,130) |
| OPERATING AND MAINTENANCE EXPENSES | | | |
| Water Purchases | 4,966,765 | 2,950,000 | (2,016,765) |
| Power Purchases | 10,533,577 | 11,610,784 | 1,077,207 |
| Total Utility Costs | 15,500,343 | 14,560,784 | (939,559) |
| Salaries and Wages | 9,665,347 | 10,953,363 | 1,288,016 |
| Pension and Benefits | 4,008,406 | 3,899,261 | (109,145) |
| Total Salaries and Benefits | 13,673,753 | 14,852,624 | 1,178,871 |
| Capitalized Labor and Benefits | (1,392,614) | (2,079,570) | (686,956) |
| Net Salaries and Benefits | 12,281,139 | 12,773,054 | 491,915 |
| Administrative and General Expenses | | | |
| Sludge removal | 566,677 | 167,958 | (398,719) |
| Chemicals | 622,701 | 959,666 | 336,965 |
| Materials & Supplies | 596,401 | 1,242,497 | 646,096 |
| Transportation | 244,511 | 387,480 | 142,969 |
| Communications | 53,457 | 79,606 | 26,149 |
| Claims | 43,924 | 89,500 | 45,576 |
| Insurance | 893,027 | 968,000 | 74,973 |
| Training & Travel | 121,889 | 100,577 | (21,312) |
| Advertising | 13,831 | 67,193 | 53,362 |
| Miscellaneous | 767,170 | 671,953 | (95,217) |
| Regulatory Expense | 90,729 | 109,500 | 18,771 |
| Bad Debts Provision | 176,780 | 1,131,118 | 954,338 |
| Total Administrative and General Expense | 4,191,096 | 5,975,047 | 1,783,951 |
| Depreciation Expense | 14,401,964 | 14,408,538 | 6,574 |
| Contractual Expense | | | |
| Audit & Computer Maintenance | 881,852 | 994,628 | 112,776 |
| Building rental | 288,567 | 301,582 | 13,016 |
| Equipment rental | 190,178 | 280,645 | 90,467 |
| Legal | 130,018 | 750,000 | 619,982 |
| Laboratory | 266,716 | 262,975 | (3,741) |
| Other | 540,036 | 1,142,416 | 602,380 |
| Total Contractual Expense | 2,297,367 | 3,732,247 | 1,434,880 |
| Retiree Supp. Annuities and health care costs | 1,630,814 | 1,512,956 | (117,858) |
| Contribution to Government of Guam | 350,750 | 364,853 | 14,103 |
| Total Retiree Benefits | 1,981,564 | 1,877,809 | (103,755) |
| Total Operating Expenses | 50,653,472 | 53,327,478 | 2,674,006 |
| Earnings (Loss) from Operations | 13,995,415 | 11,644,539 | 2,350,876 |
| Interest Income - 2010/13/14/16/17/20 Series Bond | 5,667,473 | 3,882,024 | 1,785,449 |
| Interest Income - Other Funds | 1,251,890 | 137,500 | 1,114,390 |
| Interest Income - SDC | 99,321 | 5,238 | 94,083 |
| Interest Expense - 2010/13/14/16/17/20 Series Bond | (14,141,033) | (14,141,033) | - |
| Contributions from Local Government | - | - | - |
| Loss on Asset Disposal | (239,497) | (338,993) | 99,496 |
| Amortization of Discount, Premium and Issuance Costs | 938,094 | 745,368 | 192,726 |
| Defeasance due to bond refunding | (1,012,773) | (1,022,696) | 9,923 |
| Prior Year Adjustment | (50,804) | (43,375) | (7,429) |
| Total non-operating revenues (expenses) | (7,487,328) | (10,775,965) | 3,288,638 |
| Net Income (Loss) before capital contributions | 6,508,087 | 868,574 | 5,639,513 |
| Capital Contributions | | | |
| Grants from US Government | 1,577,338 | 10,118,620 | (8,541,282) |
| Grants from GovGuam & Others | 31,369 | 53,623 | (22,253) |
| Total Capital Contributions | 1,608,708 | 10,172,242 | (8,563,535) |
| Change in Net Assets | 8,116,795 | 11,040,816 | (2,924,022) |
| Debt Service Calculation | | | |
| Earnings From Operations | 13,995,415 | 11,644,539 | |
| System Development Charge | (901,988) | (612,000) | |
| Retiree COLA | 350,750 | 364,853 | |
| Interest/Investment Income | 1,251,890 | 137,500 | |
| Depreciation | 14,401,964 | 14,408,538 | |
| Plus withdrawals (deposits) to Rate Stabilization Fund | - | 475,000 | |
| ARPA Grant | - | - | |
| Balance Available for Debt Service per Section 6.12 | 29,098,031 | 26,418,430 | |
| Debt Service | | | |
| Principal | 5,380,000 | 5,380,000 | |
| Interest | 14,141,033 | 14,141,033 | |
| Total | 19,521,033 | 19,521,033 | |
| Debt Service Coverage (1.25X) - per Section 6.12 (Indenture) | 1.49 | 1.35 | |
| Debt Service Coverage (1.30X) (PUC) | 1.49 | 1.35 | |

GUAM WATERWORKS AUTHORITY
Statement of Operations and Retained Earnings
 Comparative for the period ending March 31, 2024 and 2023

SCHEDULE E

| | Year to Date | | Variance Increase / (Decrease) |
|---|--------------------------------|--------------------------------|--------------------------------------|
| | Actual (Unaudited) March-24 | Actual (Unaudited) March-23 | |
| OPERATING REVENUES | | | |
| Water Revenues | 39,734,380 | 33,971,948 | 5,762,432 |
| Wastewater Revenues | 21,791,862 | 18,726,933 | 3,064,929 |
| Legislative Surcharge | 2,014,960 | 1,583,796 | 431,164 |
| Other Revenues | 205,698 | 309,844 | (104,146) |
| System Development Charge | 901,988 | 698,971 | 203,016 |
| Total Operating Revenues | 64,648,887 | 55,291,491 | 9,357,395 |
| OPERATING AND MAINTENANCE EXPENSES | | | |
| Water Purchases | 4,966,765 | 3,112,396 | 1,854,369 |
| Power Purchases | 10,533,577 | 13,808,275 | (3,274,698) |
| Total Utility Costs | 15,500,343 | 16,920,671 | (1,420,329) |
| Salaries and Wages | 9,665,347 | 9,653,723 | 11,624 |
| Pension and Benefits | 4,008,406 | 3,773,669 | 234,737 |
| Total Salaries and Benefits | 13,673,753 | 13,427,392 | 246,361 |
| Capitalized Labor and Benefits | (1,392,614) | (1,265,843) | (126,772) |
| Net Salaries and Benefits | 12,281,139 | 12,161,549 | 119,589 |
| Administrative and General Expenses | | | |
| Sludge removal | 566,677 | 306,840 | 259,838 |
| Chemicals | 622,701 | 670,181 | (47,480) |
| Materials & Supplies | 596,401 | 670,692 | (74,292) |
| Transportation | 244,511 | 262,009 | (17,498) |
| Communications | 53,457 | 58,303 | (4,846) |
| Claims | 43,924 | 27,719 | 16,205 |
| Insurance | 893,027 | 887,561 | 5,466 |
| Training & Travel | 121,889 | 53,483 | 68,406 |
| Advertising | 13,831 | 22,441 | (8,610) |
| Miscellaneous | 767,170 | 592,293 | 174,877 |
| Regulatory Expense | 90,729 | 104,220 | (13,492) |
| Bad Debts Provision | 176,780 | 1,085,654 | (908,874) |
| Total Administrative and General Expense | 4,191,096 | 4,741,395 | (550,299) |
| Depreciation Expense | 14,401,964 | 14,262,902 | 139,062 |
| Contractual Expense | | | |
| Audit & Computer Maintenance | 881,852 | 978,168 | (96,316) |
| Building rental | 288,567 | 288,749 | (182) |
| Equipment rental | 190,178 | 241,033 | (50,855) |
| Legal | 130,018 | 316,429 | (186,411) |
| Laboratory | 266,716 | 168,340 | 98,376 |
| Other | 540,036 | 843,178 | (303,143) |
| Total Contractual Expense | 2,297,367 | 2,835,897 | (538,530) |
| Retiree Supp. Annuities and health care costs | 1,630,814 | 1,428,980 | 201,834 |
| Contribution to Government of Guam | 350,750 | 336,600 | 14,150 |
| Total Retiree Benefits | 1,981,564 | 1,765,580 | 215,984 |
| Total Operating Expenses | 50,653,472 | 52,687,995 | (2,034,523) |
| Earnings (Loss) from Operations | 13,995,415 | 2,603,496 | 11,391,919 |
| Interest Income - 2010/13/14/16/17/20 Series Bond | 5,667,473 | 4,200,138 | 1,467,335 |
| Interest Income - Other Funds | 1,251,890 | 603,747 | 648,143 |
| Interest Income - SDC | 99,321 | 16,776 | 82,545 |
| Interest Expense - 2010/13/14/16/17/20 Series Bond | (14,141,033) | (14,400,839) | 259,806 |
| Contributions from Local Government | - | 7,000,000 | (7,000,000) |
| Loss on Asset Disposal | (239,497) | (225,995) | (13,502) |
| Amortization of Discount, Premium and Issuance Costs | 938,094 | 745,368 | 192,726 |
| Defeasance due to bond refunding | (1,012,773) | (1,022,696) | 9,923 |
| Prior Year Adjustment | (50,804) | (134,404) | 83,600 |
| Total non-operating revenues (expenses) | (7,487,328) | (3,217,904) | (4,269,423) |
| Net Income (Loss) before capital contributions | 6,508,087 | (614,408) | 7,122,495 |
| Capital Contributions | | | |
| Grants from US Government | 1,577,338 | 8,293,416 | (6,716,078) |
| Grants from GovGuam & Others | 31,369 | 35,749 | (4,379) |
| Total Capital Contributions | 1,608,708 | 8,329,164 | (6,720,457) |
| Change in Net Assets | 8,116,795 | 7,714,756 | 402,038 |
| Debt Service Calculation | | | |
| Earnings From Operations | 13,995,415 | 2,603,496 | |
| System Development Charge | (901,988) | (698,971) | |
| Retiree COLA | 350,750 | 336,600 | |
| Interest/Investment Income | 1,251,890 | 603,747 | |
| Depreciation | 14,401,964 | 14,262,902 | |
| Plus withdrawals (deposits) to Rate Stabilization Fund | - | 1,300,000 | |
| ARPA Grant | - | 7,000,000 | |
| Balance Available for Debt Service per Section 6.12 | 29,098,031 | 25,407,774 | |
| Debt Service | | | |
| Principal | 5,380,000 | 5,117,500 | |
| Interest | 14,141,033 | 14,400,839 | |
| Total | 19,521,033 | 19,518,339 | |
| Debt Service Coverage (1.25X) - per Section 6.12 (Indenture) | 1.49 | 1.30 | |
| Debt Service Coverage (1.30X) (PUC) | 1.49 | 1.30 | |

SCHEDULE F

Guam Waterworks Authority
Statement of Cash Flows (Unaudited)
FY2024

| | YTD Mar-24 | YTD Sep-23 | Increase (Decrease) |
|--|---------------------|---------------------|------------------------|
| Cash flows from operating activities: | | | |
| Cash received from trade and others | 60,050,650 | 109,423,799 | (49,373,149) |
| Cash payments to suppliers/contractors for goods and services | (17,767,974) | (46,036,276) | 28,268,302 |
| Cash payments to employees for services | (13,565,416) | (14,198,864) | 633,448 |
| Cash payments for retiree healthcare costs and other benefits | (1,981,564) | (3,560,495) | 1,578,931 |
| Net cash provided by operating activities | 26,735,697 | 45,628,164 | (18,892,467) |
| Cash flows from noncapital financing activities: | | | |
| Receipts from the Local Government operating grant | - | 12,400,000 | (12,400,000) |
| Proceeds from legal settlement | - | 950,000 | (950,000) |
| | - | 13,350,000 | (13,350,000) |
| Cash flows from capital and related financing activities: | | | |
| Contributed capital received (grants) | 2,940,590 | 9,843,758 | (6,903,168) |
| Acquisition of utility plant | (9,950,697) | (41,331,452) | 31,380,755 |
| Repayment of Long Term Debt | 74,679 | (10,235,000) | 10,309,679 |
| Interest expense | (14,266,515) | (28,801,678) | 14,535,163 |
| Net cash provided by (used in) capital and related financing activities | (21,201,943) | (70,524,372) | 49,322,429 |
| Cash flows from investing activities: | | | |
| Transfers from (to) restricted fund | (11,902,122) | 11,442,493 | (23,344,615) |
| Interest income received | 7,018,684 | 11,604,779 | (4,586,095) |
| Net cash provided by investing activities | (4,883,438) | 23,047,272 | (27,930,710) |
| Net increase (decrease) in cash | 650,316 | 11,501,064 | (10,850,748) |
| Unrestricted cash at beginning of the period | 50,324,888 | 38,823,824 | 11,501,063 |
| Unrestricted cash at end of period | 50,975,203 | 50,324,888 | 650,315 |
| Reconciliation of operating loss to net cash provided by operating activities: | | | |
| Operating Income (loss) | 13,995,415 | 3,208,386 | 10,787,029 |
| Adjustments to reconcile to net cash provided by operating activities: | | | |
| Depreciation expense | 14,401,964 | 30,911,997 | (16,510,033) |
| Bad debts (recovery) | 176,780 | 421,467 | (244,687) |
| Capitalized labor and benefits | (1,392,614) | (3,075,928) | 1,683,314 |
| Other Non-cash adjustments | - | (323,071) | 323,071 |
| (Increase) decrease in assets: | | | |
| Accounts receivable | (4,627,115) | 1,249,367 | (5,876,482) |
| Materials and supplies inventory | 38,307 | (623,993) | 662,300 |
| Prepaid expenses | 361,369 | 526,069 | (164,700) |
| Regulatory Assets | - | (62,188) | 62,188 |
| Increase (decrease) in liabilities: | | | |
| Accounts payable | (630,864) | (177,966) | (452,898) |
| Accrued payroll and employee benefits | 108,337 | 13,098,151 | (12,989,814) |
| Customer deposits | 28,879 | (6,345) | 35,224 |
| Other liabilities | 4,275,239 | 482,218 | 3,793,021 |
| Net cash provided by operating activities | 26,735,697 | 45,628,164 | (18,892,467) |

GUAM WATERWORKS AUTHORITY
Restricted and Unrestricted Cash Summary
FY2024

SCHEDULE G

| Description | Unaudited March 31, 2024 | Unaudited September 30, 2023 | Increase (Decrease) |
|---|-----------------------------|---------------------------------|------------------------|
| UNRESTRICTED | | | |
| Change Fund | 2,000 | 2,000 | - |
| Petty Cash | 3,930 | 3,930 | - |
| BOG Deposit Accounts | 27,159,277 | 26,112,801 | 1,046,476 |
| BOG O & M Reserve | 14,840,783 | 14,477,230 | 363,553 |
| BOG CapEx Fund | 8,019,213 | 8,778,927 | (759,714) |
| BOG Rate Stabilization Fund | 950,000 | 950,000 | - |
| Sub-total Unrestricted | 50,975,203 | 50,324,888 | 650,316 |
| RESTRICTED | | | |
| Bank Pacific | 8,159 | 6,345 | 1,813 |
| Bank of Hawaii | 321,344 | 167,390 | 153,954 |
| Community First FCU | 2,113 | 2,538 | (425) |
| First Hawaiian Bank | 83,025 | 82,921 | 104 |
| Bank Pacific Surcharge | 1,884,738 | 6,863 | 1,877,875 |
| Bank Pacific Escrow Deposit | 958,758 | 958,711 | 48 |
| BOG Customer Refunds | 2,253,038 | 2,157,517 | 95,522 |
| BOG Sewer Hookup Revolving Fund | 2,154,882 | 2,079,769 | 75,113 |
| BOG Operation and Maintenance Fund | 3,083,482 | 3,083,482 | - |
| BOG Revenue Trust | 1,000,028 | (137,922) | 1,137,950 |
| BOG Revenue Trust Fund | 9,479,045 | 10,471,820 | (992,775) |
| BOG Capital Improvement Revenue Fund | 13,789,361 | 8,452,503 | 5,336,857 |
| | 35,017,973 | 27,331,937 | 7,686,036 |
| BOG - SDC Deposit | 2,138,811 | 1,125,796 | 1,013,016 |
| BOG - SDC CDs | 4,250,000 | 4,250,000 | - |
| Total SDC | 6,388,811 | 5,375,796 | 1,013,016 |
| Total Restricted | 41,406,784 | 32,707,733 | 8,699,052 |
| Reserve Funds | | | |
| BOG Series 2013 Construction Fund | 3,460,751 | 3,459,448 | 1,303 |
| BOG Series 2016 Construction Fund | 23,768,131 | 27,091,177 | (3,323,046) |
| BOG Series 2017 Refunding Construction Fund | 3,683,920 | 3,648,718 | 35,202 |
| BOG Series 2020A Construction Fund | 112,117,962 | 111,457,380 | 660,582 |
| BOG CIF-Construction Fund Transfers | 4,828,344 | 4,710,065 | 118,279 |
| Total Restricted - Held by Trustee | 147,859,109 | 150,366,788 | (2,507,679) |
| BOG OMRRRF Fund | 17,423,213 | 17,423,213 | - |
| USB Series 2013 Debt Service Fund | 3,204,203 | 1,494,615 | 1,709,587 |
| USB Series 2013 Debt Service Reserve Fund | 12,031,688 | 12,031,688 | - |
| USB Series 2014 Refunding Debt Service Reserve Fund | 12,271,161 | 10,100,975 | 2,170,186 |
| USB Series 2016 Debt Service Fund | 2,558,076 | 2,061,782 | 496,293 |
| USB Series 2016 Debt Service Reserve Fund | 7,591,999 | 7,591,999 | - |
| USB Series 2017 Refunding Debt Service Reserve Fund | 7,566,460 | 7,566,460 | - |
| USB Series 2017 Debt Service Fund | 3,261,000 | 2,015,191 | 1,245,809 |
| USB Series 2020A Debt Service Fund | 1,800,852 | 1,753,543 | 47,309 |
| USB Series 2020A Debt Service Reserve Fund | 6,659,700 | 6,659,700 | - |
| USB Series 2020B Debt Service Reserve Fund | 1,582,063 | 1,540,498 | 41,565 |
| Total Investments | 75,950,414 | 70,239,665 | 5,710,749 |
| Total Restricted and Unrestricted Cash | 316,191,511 | 303,639,073 | 12,552,438 |

**Guam Waterworks Authority
Accounts Receivable - Government (Active)
March 31, 2024**

SCHEDULE H

| A G I N G | | | | | | | |
|---|------------------------|----------------|---------------------|---------------------|----------------------|----------------------|------------------|
| Customer Name | No. of Accounts | Current | 31 - 60 days | 61 - 90 days | 91 - 120 days | Over 120 days | Total |
| Autonomous Agencies (Active) | | | | | | | |
| Guam Housing & Urban Renewal Authority | 10 | 6,434 | - | - | - | - | 6,434 |
| Guam Housing Corporation | 1 | 45 | - | - | - | - | 45 |
| Guam Int'l Airport Authority | 8 | 113 | 103 | 123 | 97 | 262,195 | 262,631 |
| Guam Power Authority | 25 | 20,802 | 33,220 | - | - | - | 54,022 |
| Guam Solid Waste Authority | 5 | 11,824 | 14,331 | 3,776 | 18 | - | 29,950 |
| Port Authority of Guam | 5 | 5,235 | - | - | - | - | 5,235 |
| Total Autonomous Agencies | 54 | 44,453 | 47,655 | 3,900 | 115 | 262,195 | 358,317 |
| Semi-Autonomous Agencies (Active) | | | | | | | |
| Guam Environmental Protection Agency | 2 | 159 | - | - | - | - | 159 |
| Guam Memorial Hospital Authority | 3 | 48,009 | 48,598 | 49,333 | 44,355 | 64,173 | 254,467 |
| University of Guam | 48 | 12,233 | - | - | - | - | 12,233 |
| Total Semi-Autonomous Agencies | 53 | 60,400 | 48,598 | 49,333 | 44,355 | 64,173 | 266,859 |
| Line Agencies (Active) | | | | | | | |
| Department of Administration | 3 | 1,299 | - | - | - | - | 1,299 |
| Department of Agriculture | 7 | 5,341 | 5,957 | 4,931 | 4,876 | 7,229 | 28,334 |
| Department of Chamorro Affairs | 7 | 3,913 | - | - | - | - | 3,913 |
| Department of Corrections | 9 | 130,798 | 107,051 | 99,835 | 5,690 | - | 343,373 |
| Department of Customs & Quarantine | 1 | 528 | 528 | - | - | - | 1,056 |
| Department of Education | 51 | 304,996 | 334,421 | 263,365 | 72,748 | 201,742 | 1,177,272 |
| Department of Mental Health and Substance | 4 | 1,894 | 447 | 125 | - | - | 2,466 |
| Department of Military Affairs/GUARNG | 1 | 2,642 | 5,739 | 0 | - | - | 8,381 |
| Department of Parks & Recreation | 13 | 57,965 | 67,162 | 14,545 | 1,403 | - | 141,075 |
| Department of Public Health & Social Services | 7 | 2,696 | 2,626 | 2,719 | 992 | 2,998 | 12,031 |
| Department of Public Works | 10 | 18,909 | 3,871 | - | 74 | 171 | 23,026 |
| Department of Youth Affairs | 3 | 2,283 | - | - | - | - | 2,283 |
| Guam Energy Office | 1 | 222 | - | - | - | - | 222 |
| Guam Fire Department | 11 | 7,682 | 9,168 | 2,333 | 358 | 163 | 19,704 |
| Guam Homeland Security/Civil Defense | 1 | 983 | 1,028 | 1,297 | 771 | - | 4,079 |
| Guam Police Department | 9 | 5,140 | 1,980 | 727 | 158 | - | 8,005 |
| Guam Public Library | 6 | 895 | 78 | - | - | - | 974 |
| Guam Veterans Affairs Office | 2 | 911 | 821 | 249 | - | - | 1,982 |
| Guam Visitors Bureau | 2 | 728 | - | - | - | - | 728 |
| Office of Technology | 1 | 251 | - | - | - | - | 251 |
| Office of the Governor | 2 | 1,567 | - | - | - | - | 1,567 |
| Total Line Agencies | 151 | 551,642 | 540,879 | 390,125 | 87,071 | 212,303 | 1,782,021 |
| Other Government of Guam Entities (Active) | | | | | | | |
| Mayors Council of Guam | 63 | 22,178 | 15,052 | 14,807 | 7,515 | 15,411 | 74,963 |
| Merizo Mayor | 1 | 102 | - | - | - | - | 102 |
| Gershman, Brickner & Bratton, Inc. (GBB) | 1 | 4,868 | 7,530 | 10,370 | 34,061 | 5,370 | 62,199 |
| The Office of the Dededo Mayor | 1 | 576 | 1,529 | - | - | - | 2,104 |
| Total Other Government of Guam Entities | 66 | 27,723 | 24,111 | 25,177 | 41,576 | 20,781 | 139,367 |
| Total as of March 31, 2024 (Active) | 324 | 684,219 | 661,242 | 468,535 | 173,117 | 559,451 | 2,546,564 |

CCU Regular Board Meeting, April 24, 2024 - GWA

GUAM WATERWORKS AUTHORITY
Accounts Receivable Aging Summary by Rate Class
As of March 31, 2024

SCHEDULE I

ACTIVE AND INACTIVE

| Rate Class | A G I N G | | | | | | | Total | |
|---|-----------------|-------------------|------------------|------------------|----------------|------------------|-------------------|-------------|--|
| | No. of Accounts | Current | 31 - 60 days | 61 - 90 days | 91 - 120 days | Over 120 days | | | |
| Government | 442 | \$ 3,365,199 | \$ 692,995 | \$ 469,284 | \$ 176,571 | \$ 779,605 | \$ 5,483,654 | 22% | |
| Agriculture | 419 | 34,218 | 15,457 | 6,828 | 4,390 | 29,055 | 89,948 | 0% | |
| Commercial I | 2,695 | 1,501,087 | 205,375 | 37,894 | 82,678 | 560,701 | 2,387,735 | 10% | |
| Commercial II | 52 | 350,386 | 27,585 | 4,156 | 185 | 80,916 | 463,229 | 2% | |
| Commercial III | 289 | 664,084 | 136,540 | 41,052 | 95,864 | 340,782 | 1,278,321 | 5% | |
| Golf Course | 16 | 14,569 | 408 | 283 | 267 | 5,677 | 21,203 | 0% | |
| Hotel | 55 | 2,076,741 | 188,061 | 27,771 | 34,119 | 698,806 | 3,025,499 | 12% | |
| Irrigation | 32 | 3,255 | 387 | 372 | 71 | 1,295 | 5,379 | 0% | |
| Residential | 47,672 | 4,554,209 | 853,795 | 470,572 | 300,526 | 5,570,224 | 11,749,326 | 48% | |
| | 51,672 | 12,563,747 | 2,120,602 | 1,058,211 | 694,673 | 8,067,061 | 24,504,294 | 100% | |
| | | 51% | 9% | 4% | 3% | 33% | | | |
| Less Allowance for Doubtful Accounts: <u>(9,582,684)</u> | | | | | | | | | |
| Net Accounts Receivable: 14,921,610 | | | | | | | | | |
| Days Receivables Outstanding 38 | | | | | | | | | |

As of February 29, 2024

| Rate Class | A G I N G | | | | | | | Total | |
|---|-----------------|-------------------|------------------|------------------|----------------|------------------|-------------------|-------------|--|
| | No. of Accounts | Current | 31 - 60 days | 61 - 90 days | 91 - 120 days | Over 120 days | | | |
| Government | 441 | \$ 3,259,634 | \$ 714,829 | \$ 471,551 | \$ 169,195 | \$ 703,743 | \$ 5,318,953 | 22% | |
| Agriculture | 417 | 41,497 | 10,948 | 5,616 | 3,467 | 27,384 | 88,913 | 0% | |
| Commercial I | 2,685 | 1,752,068 | 77,176 | 179,420 | 71,377 | 533,808 | 2,613,849 | 11% | |
| Commercial II | 53 | 299,765 | 5,546 | 3,514 | 185 | 80,916 | 389,926 | 2% | |
| Commercial III | 290 | 722,617 | 69,135 | 107,123 | 50,491 | 326,608 | 1,275,974 | 5% | |
| Golf Course | 16 | 14,933 | 988 | 675 | 650 | 18,787 | 36,033 | 0% | |
| Hotel | 55 | 2,469,534 | 42,173 | 49,128 | 39,572 | 688,612 | 3,289,018 | 13% | |
| Irrigation | 32 | 4,006 | 460 | 110 | - | 1,295 | 5,872 | 0% | |
| Residential | 47,622 | 4,364,795 | 831,912 | 457,515 | 344,276 | 5,566,451 | 11,564,948 | 47% | |
| | 51,611 | 12,928,850 | 1,753,167 | 1,274,651 | 679,213 | 7,947,605 | 24,583,486 | 100% | |
| | | 53% | 7% | 5% | 3% | 32% | | | |
| Less Allowance for Doubtful Accounts: <u>(9,582,684)</u> | | | | | | | | | |
| Net Accounts Receivable: 15,000,803 | | | | | | | | | |
| Days Receivables Outstanding 39 | | | | | | | | | |

ACTIVE ONLY

| Rate Class | A G I N G | | | | | | | Total | |
|--|-----------------|-------------------|------------------|----------------|----------------|------------------|-------------------|-------------|--|
| | No. of Accounts | Current | 31 - 60 days | 61 - 90 days | 91 - 120 days | Over 120 days | | | |
| Government | 441 | \$ 3,365,199 | \$ 692,995 | \$ 469,284 | \$ 176,571 | \$ 777,715 | \$ 5,481,763 | 28% | |
| Agriculture | 395 | 34,002 | 11,355 | 3,287 | 1,395 | 4,293 | 54,332 | 0% | |
| Commercial I | 2,557 | 1,500,063 | 199,799 | 36,944 | 79,837 | 304,587 | 2,121,230 | 11% | |
| Commercial II | 38 | 350,386 | 27,585 | 4,156 | 185 | 80,916 | 463,229 | 2% | |
| Commercial III | 275 | 664,084 | 134,554 | 40,577 | 92,426 | 302,999 | 1,234,639 | 6% | |
| Golf Course | 16 | 14,569 | 408 | 283 | 267 | 5,677 | 21,203 | 0% | |
| Hotel | 53 | 2,076,741 | 188,061 | 27,771 | 34,119 | 58,284 | 2,384,977 | 12% | |
| Irrigation | 31 | 3,255 | 387 | 372 | 71 | - | 4,084 | 0% | |
| Residential | 40,251 | 4,506,657 | 792,642 | 415,266 | 246,368 | 1,603,063 | 7,563,997 | 39% | |
| | 44,057 | 12,514,955 | 2,047,786 | 997,940 | 631,239 | 3,137,534 | 19,329,454 | 100% | |
| | | 65% | 11% | 5% | 3% | 16% | | | |
| Less Allowance for Doubtful Accounts: <u>(9,582,684)</u> | | | | | | | | | |
| Net Accounts Receivable: 9,746,770 | | | | | | | | | |

| Rate Class | A G I N G | | | | | | | Total | |
|--|-----------------|-------------------|------------------|------------------|----------------|------------------|-------------------|-------------|--|
| | No. of Accounts | Current | 31 - 60 days | 61 - 90 days | 91 - 120 days | Over 120 days | | | |
| Government | 440 | \$ 3,259,634 | \$ 714,829 | \$ 471,551 | \$ 169,195 | \$ 701,853 | \$ 5,317,063 | 27% | |
| Agriculture | 396 | 37,627 | 7,642 | 3,397 | 3,144 | 3,538 | 55,348 | 0% | |
| Commercial I | 2,548 | 1,744,191 | 75,774 | 176,742 | 65,797 | 280,510 | 2,343,015 | 12% | |
| Commercial II | 38 | 299,765 | 5,546 | 3,514 | 185 | 80,916 | 389,926 | 2% | |
| Commercial III | 275 | 720,579 | 68,659 | 103,684 | 49,074 | 290,093 | 1,232,089 | 6% | |
| Golf Course | 16 | 14,933 | 988 | 675 | 650 | 18,787 | 36,033 | 0% | |
| Hotel | 53 | 2,469,534 | 42,173 | 49,128 | 39,572 | 48,090 | 2,648,496 | 14% | |
| Irrigation | 31 | 4,006 | 460 | 110 | - | - | 4,577 | 0% | |
| Residential | 40,254 | 4,271,072 | 780,973 | 406,665 | 282,105 | 1,596,984 | 7,337,799 | 38% | |
| | 44,051 | 12,821,342 | 1,697,045 | 1,215,466 | 609,723 | 3,020,771 | 19,364,346 | 100% | |
| | | 66% | 9% | 6% | 3% | 16% | | | |
| Less Allowance for Doubtful Accounts: <u>(9,582,684)</u> | | | | | | | | | |
| Net Accounts Receivable: 9,781,662 | | | | | | | | | |

GUAM WATERWORKS AUTHORITY
Accounts Payable Aging

SCHEDULE J

| As of | AGING | | | | | | Total | Days Payable Outstanding |
|--------------------------|---------------------|-------------------|------------------|------------------|-------------------|------------------------------------|-------|--------------------------|
| | Current | 31 - 60 Days | 61 - 90 Days | 91 - 120 Days | > 120 Days | | | |
| March 31, 2024 | \$ 2,714,584 73% | \$ 394,692 11% | \$ 70,496 2% | \$ 11,587 0% | \$ 507,461 14% | \$ 3,698,819 100% | 33 | |
| February 29, 2024 | \$ 2,854,347 76% | \$ 131,602 4% | \$ 54,758 1% | \$ 138,639 4% | \$ 579,365 15% | \$ 3,758,711 100% | 38 | |
| January 31, 2024 | \$ 2,674,753 74% | \$ 174,117 5% | \$ 142,961 4% | \$ 104,700 3% | \$ 508,528 14% | \$ 3,605,059 100% | 38 | |

GUAM WATERWORKS AUTHORITY
 WATER DEMAND BY RATE CLASS
 FY2015 - FY2024

SCHEDULE K

| CLASS | AUDITED | | | | | | | UNAUDITED | Annualized Based on 6 months | | % Inc / (Dec.) |
|---------------|--|--|--|--|--|--|--|----------------------------------|--|--|-------------------|
| | FY2015 TOTAL CONSUMPTION (kGal) | FY2016 TOTAL CONSUMPTION (kGal) | FY2017 TOTAL CONSUMPTION (kGal) | FY2018 TOTAL CONSUMPTION (kGal) | FY2019 TOTAL CONSUMPTION (kGal) | FY2020 TOTAL CONSUMPTION (kGal) | FY2021 TOTAL CONSUMPTION (kGal) | FY2022 CONSUMPTION (kGal)* | FY2023 TOTAL CONSUMPTION (kGal) | FY2024 TOTAL CONSUMPTION (kGal) | |
| R Residential | 3,415,662 | 3,429,689 | 3,206,811 | 3,313,613 | 3,359,905 | 3,712,723 | 3,622,617 | 3,450,574 | 3,185,230 | 3,096,475 | -3% |
| C Commercial | 1,020,089 | 1,022,890 | 964,639 | 910,905 | 906,192 | 822,029 | 786,054 | 818,460 | 816,393 | 860,517 | 5% |
| F Federal | 1,168 | 1,180 | 2,508 | 1,813 | 1,602 | 1,338 | 2,069 | 1,389 | 1,099 | 1,268 | 15% |
| G Government | 515,974 | 475,366 | 448,430 | 450,165 | 405,980 | 408,502 | 404,026 | 470,581 | 445,116 | 464,895 | 4% |
| H Hotel | 999,116 | 1,008,087 | 1,004,525 | 989,723 | 1,079,919 | 714,161 | 448,034 | 462,757 | 554,767 | 624,144 | 13% |
| G Golf | 6,850 | 6,770 | 5,252 | 2,741 | 2,793 | 5,835 | 2,855 | 3,796 | 6,415 | 919 | -86% |
| A Agriculture | 67,376 | 78,628 | 69,482 | 81,127 | 90,803 | 84,492 | 68,805 | 65,719 | 49,748 | 62,674 | 26% |
| I Irrigation | <u>10,385</u> | <u>11,351</u> | <u>10,143</u> | <u>8,504</u> | <u>7,896</u> | <u>8,654</u> | <u>5,404</u> | <u>4,888</u> | <u>3,242</u> | <u>3,329</u> | 3% |
| GRAND TOTAL | <u>6,036,620</u> | <u>6,033,960</u> | <u>5,711,790</u> | <u>5,758,590</u> | <u>5,855,091</u> | <u>5,757,733</u> | <u>5,339,864</u> | <u>5,278,164</u> | <u>5,062,012</u> | <u>5,114,220</u> | 1% |

**Guam Waterworks Authority
System Development Charges Project Status
As of March 31, 2024**

SCHEDULE L

Funding Summary

| | |
|---|---------------------|
| Total available project funds | \$ 18,530,727 |
| Total project expenditures and encumbrances | 12,445,814 |
| Total unobligated project funds | \$ 6,084,913 |

Projects Funded

| Project Description | Expenditures | Outstanding Encumbrances | Expenditures and Encumbrances |
|---|----------------------|---------------------------------|--------------------------------------|
| Agat-Santa Rita Wastewater Treatment Plant Replacement | 1,202,006 | - | 1,202,006 |
| Baza Gardens Wastewater Cross Island Pumping & Conveyance | 1,151,116 | 2,854 | 1,153,971 |
| Central Guam Reservoirs | 276,008 | 4,032 | 280,040 |
| Line Replacement Phase IV | 256,937 | - | 256,937 |
| Northern District WWTP | 7,552,513 | - | 7,552,513 |
| Northern District WWTP (Land Purchase) | 1,000,000 | - | 1,000,000 |
| Route 4 Relief Sewerline Rehab & Replacement | 519,227 | - | 519,227 |
| South Paulino Heights Waterline Upgrade | 84,056 | 4,714 | 88,770 |
| Talofofo Sewer Improvement | - | 241,142 | 241,142 |
| Groundwater Well Production Meter Rep. | 143,647 | 7,560 | 151,207 |
| | \$ 12,185,510 | \$ 260,303 | \$ 12,445,814 |

Future planned projects

FY 2024-2025

| | |
|---|---------------------|
| Water Distribution System Pipe Replacement & Upgrades | 500,000 |
| Capacity Enhancement - Well Development and Construction Progræ | 394,000 |
| Well Repair Program | 200,000 |
| | \$ 1,094,000 |



Issues for Decision

Resolution No. 07- FY2024

Relative to the Adoption of the 2022 Market Update and Strategic Pay Scale for the Guam Waterworks Authority

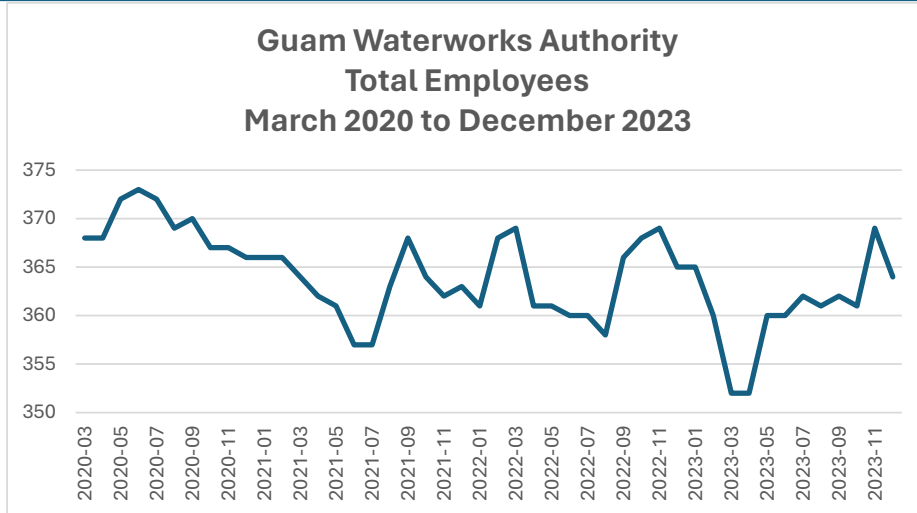
What is the project's objective and is it necessary and urgent?

In March 2023, Alan Searle and Associates completed a market review study based on U.S. water utility salaries in 2022 that compared the existing GWA 2017 CTP strategic pay scale for all positions (See Exhibit A). The update concluded that the salary levels established in 2017 have regressed on average from the 20th market percentile to the 5th market percentile compared to U.S. water utilities.

The study recommends regular market reviews and subsequent salary migrations until GWA employees reach the prevailing water utility market wage midpoint of 50%. The recommended methodology for salary migrations is to use range maximums which will move salaries closer to the midpoint than if range minimums are used. In addition, for hard to fill positions other tools such as above step recruitment and awarding higher pay for professional certifications should be considered for attracting and retaining personnel.

Additionally, the water sector in the United States is facing notable wage pressure, as highlighted by findings from the 2023 survey conducted by AWWA. Across utilities of varying sizes, compensation rates are rising at levels surpassing initial projections. According to AWWA's Water and Wastewater Utility Compensation Survey, conducted annually, the period from 2022 to 2023 saw significant increases in salaries across the board: 6.7% for large utilities, 3.9% for medium-sized utilities, and 7.9% for small utilities. Moreover, the survey revealed projections for 2024 indicate further salary increases, averaging around 4% for executives, managers, supervisors, and staff. The survey results align with the Alan Searle findings and informally explains what GWA is experiencing with continually higher turnover rates for the last several years.

Since the start of the COVID-19 pandemic in March 2020, GWA staffing levels initially declined due to a hiring freeze implemented in response to a steep decline in revenues caused by a sharp decline in visitor arrivals. From March 2020 to July 2021 (17 months), GWA lost 16 FTEs through attrition. In August 2021, GWA ended the hiring freeze and since that time has struggled to grow its workforce due to high turnover rates.



The main factors contributing to the high turnover rates are a tight job market, the military buildup, and the availability of higher-paying jobs elsewhere. Despite being an essential service provider, GWA faces challenges in retaining employees due to its relatively low pay scale compared to other water utilities and industries on and off-island.

GWA's turnover ratio data for FY2020 to FY2024:

| | Separated | Turnover Ratio |
|--------------------|-----------|----------------|
| FY2020 | 7 | 1.89% |
| FY2021 | 38 | 10.47% |
| FY2022 | 43 | 11.79% |
| FY2023 | 49 | 13.56% |
| FY2024 (projected) | 66 | 18.33% |

The high demand for workers, fueled by Guam's economic growth and the expansion of the military presence, has created increased competition for skilled workers. Many employees have left GWA for higher wages and better benefits offered by other employers, primarily the federal government and its contractors.

The COVID-19 pandemic and military build-up have also contributed to an escalation in the cost of living which has been a contributing factor to Guam residents (employees) relocating to the U.S. Mainland where higher paying jobs are available and living expenses are lower.

| Guam Waterworks Authority | | | | | | |
|--|-------------|-------------|-------------|-------------|--------------------|-------------------------|
| Employee Separation Data - FY2021 to FY2024 | | | | | | |
| | FY21 | FY22 | FY23 | FY24 | Grand Total | Total Percentage |
| Fed, Fed Contractor | 5 | 9 | 14 | 15 | 43 | 26.4% |
| Relocation off-island | 1 | 4 | 9 | 2 | 16 | 9.8% |
| Government of Guam | 2 | 7 | 9 | 7 | 25 | 15.3% |
| Retirement | 9 | 10 | 5 | 4 | 28 | 17.2% |
| Adverse Action | 14 | 5 | 2 | 2 | 23 | 14.1% |
| Unknown | 5 | 5 | 3 | 2 | 15 | 9.2% |
| Private Sector | 1 | 1 | 7 | 1 | 10 | 6.1% |
| Deceased | 1 | 2 | 0 | 0 | 3 | 1.8% |
| Grand Total | 38 | 43 | 49 | 33 | 163 | 100.0% |

There's a noticeable upward trend in employees separating in FY23 and FY24 for employment with the Federal Government or its contractors. Transfers to other Government of Guam agencies and off-island relocations also increased significantly in FY23.

On April 1, 2023, the Government of Guam implemented an across the board 22% increase to its General Pay Plan. The primary reason was "to have a more competitive compensation structure to enable recruitment and retention of the best candidates and employees."¹

The consistent turnover of employees negatively impacts GWA operations, leading to increased costs and the loss of valuable institutional knowledge regarding GWA's systems, processes, and infrastructure. The employees hired to replace experienced personnel require an extensive amount of training before they are productive and not considered a safety risk. Lack of institutional knowledge also hinders the efficient operation of the utility and impedes decision-making processes.

High turnover also results in increased financial and opportunity costs for recruiting and onboarding new employees. Additionally, turnover leads to higher expenses for overtime pay, temporary staffing and a sense of instability and uncertainty within the workforce. High turnover has also reduced employee morale and decreased employee engagement and motivation.

It is critically important to implement GWA's strategic pay plan to improve the Authority's competitiveness, both locally in Guam and within the broader water utility industry. This initiative aims to not only elevate employee satisfaction but also foster performance excellence, drive higher productivity, and cultivate a deeper sense of loyalty and commitment to GWA's objectives and overall success.

¹ <https://governor.guam.gov/wp-content/uploads/2023/02/23.01-31-23-DOA-GPP-1.pdf>; page 1, second paragraph.

GWA is requesting approval for its strategic pay plan to adjust salaries over the next six years up to the 50th market percentile to incentivize and retain top-performing employees and reduce turnover rates. The recommended implementation schedule for GWA annual structural pay adjustments for FY2024 is the 25th Market Percentile (MP).

Where is the location?

Not Applicable

How much will it cost?

Estimated cost for salary migration, mandated pay for performance increments and benefits:

| | |
|---------------------|--------------------|
| 25 th MP | \$1,857,129 |
| 35 th MP | \$4,440,871 |
| 40 th MP | \$833,312 |
| 45 th MP | \$849,659 |
| 50 th MP | \$868,891 |
| Total: | \$8,849,961 |

When will it be completed?

Structural adjustments will be processed beginning FY2024 through FY2029, subject to the availability of funds.

What is the funding source?

Structural pay adjustments will be revenue funded.

The RFP/BID responses (if applicable):

Not Applicable



CONSOLIDATED COMMISSION ON UTILITIES
Guam Power Authority | Guam Waterworks Authority
P.O. Box 2977 Hagatna, Guam 96932 | (671)649-3002 | guamccu.org

GWA RESOLUTION NO. 07-FY2024

RELATIVE TO THE ADOPTION OF 2022 MARKET UPDATE AND STRATEGIC PAY SCALE FOR THE GUAM WATERWORKS AUTHORITY.

WHEREAS, under 12 G.C.A. § 14105, the Consolidated Commission on Utilities (“CCU”) has plenary authority over financial, contractual, and personnel policy matters relative to the Guam Waterworks Authority (“GWA”); and

WHEREAS the Guam Waterworks Authority (“GWA”) is a Guam Public Corporation established and existing under the laws of Guam; and

WHEREAS CCU Resolution 2006-04 and Public Law 28-159 approved the personnel rules and regulations governing the selection, compensation, promotion, performance evaluation, disciplinary action, and terms and conditions of employment for certified, technical, and professional personnel; and

WHEREAS, Public Law 28-159 added a new Chapter 5.200 to GWA’s Personnel Rules and Regulations, item 3.0.3, authorizes the CCU to approve, disapprove, or amend, the unified pay scale at any regularly scheduled meeting; and

WHEREAS, in March 2023, Alan Searle and Associates completed a market review study based on U.S. Mainland water utility salaries in 2022 that compared the existing GWA 2017 CTP strategic pay scale for all positions (See Exhibit A, Appendix A). The update concluded that the salary levels established in 2017 have regressed on average from the 20th market percentile to the 5th market percentile compared to U.S. Mainland water utilities.

WHEREAS, GWA has experienced an average turnover rate of 11.9% during the last three fiscal years, primarily due to employees seeking higher pay with other organizations.

1 However, the current fiscal year's turnover rate is anticipated to be significantly higher, projected
2 to reach 18.33%.

3
4 **WHEREAS** there is a noticeable upward trend in GWA employees separating in FY23
5 for employment with the federal government or its contractors. Transfers to other government of
6 Guam agencies and off-island relocations also increased significantly in FY23.

7
8 **WHEREAS** the consistent turnover of employees negatively impacts GWA operations,
9 leading to increased costs and the loss of valuable institutional knowledge regarding GWA's
10 systems, processes, and infrastructure.

11
12 **WHEREAS** GWA is requesting approval for its strategic pay plan to implement structural
13 salary adjustments to incentivize and retain top-performing employees and reduce turnover rates.
14 GWA will migrate to the 25th market percentile (MP) in FY2024 and thereafter up to the 50th MP
15 by FY2029.

16
17 **WHEREAS** the implementation of GWA's strategic pay plan aims to enhance the
18 Authority's competitiveness within the water utility industry and elevate employee satisfaction
19 levels, thereby fostering performance excellence, increased productivity, and a stronger sense of
20 loyalty and commitment to GWA's goals and success.

21
22 **NOW BE IT THEREFORE RESOLVED**, the Consolidated Commission on Utilities
23 does hereby approve the following:

- 24 1. The recitals set forth above hereby constitute the findings of the CCU.
25 2. To accept the recommendations of the 2022 market review update conducted
26 by Alan Searle and Associates, including implementation of a new and adjusted
27 strategic pay scale for all Certified, Technical, and Professional (CTP)
28 positions. (See Exhibit A, Appendix A).
29 3. The GWA General Manager shall implement structural pay adjustments using
30 the 2022 pay scale to the 25th market percentile no later than June 2024 and to
31 the 50th market percentile by FY2029 subject to availability of funds.

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RESOLVED, that the Chairman certified, and the Board Secretary attests to the adoption of this Resolution.

DULY AND REGULARLY ADOPTED, this 24th day of April 2024.

| | |
|-------------------------|---------------------------|
| Certified by: | Attested by: |
| _____ | _____ |
| JOSEPH T. DUENAS | PEDRO ROY MARTINEZ |
| Chairperson | Secretary |

SECRETARY’S CERTIFICATE

I, Pedro Roy Martinez, Board Secretary of the Consolidated Commission on Utilities as evidenced by my signature above do hereby certify as follows:

The foregoing is a full, true and accurate copy of the resolution duly adopted at a regular meeting by the members of the Guam Consolidated Commission on Utilities, duly and legally held at a place properly noticed and advertised at which meeting a quorum was present and the members who were present voted as follows:

| | |
|----------|-------|
| AYES: | _____ |
| NAYS: | _____ |
| ABSENT: | _____ |
| ABSTAIN: | _____ |

///

///

///

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CB EXHIBIT 1 CONSOLIDATED COMMISSION ON UTILITIES



Presentation to CCU - 24th October, 2023





ALAN SEARLE & ASSOCIATES

GPA - Guam Power Authority

GWA - Guam Waterworks Authority

GIAA - Guam International Airport Authority

PAG - Port Authority of Guam *

GCC - Guam Community College

UOG - University of Guam

GVB - Guam Visitors Bureau



COMPENSATION MODEL

What are the critical components ?





COMPENSATION MODEL

What are the critical components ?

- A. Internal Equity
- B. External Equity



COMPENSATION MODEL

What are the critical components ?

- A. Internal Equity - *internally equitable*
- B. External Equity - *externally competitive*



COMPENSATION MODEL

What are the critical components ?

| | | |
|--------------------|-----|-------------|
| A. Internal Equity | 80% | } Gov. Guam |
| B. External Equity | 20% | |



COMPENSATION MODEL

What are the critical components ?

- | | | |
|--------------------|-----|---------------|
| A. Internal Equity | 20% | } A.S & Assoc |
| B. External Equity | 80% | |



COMPENSATION MODEL

What are the critical components ?

- A. Internal Equity 20%
 - B. External Equity 80%
 - C. Pay Schedule / Implementation Ranges
- Regression Analysis
-
- A diagram illustrating the regression analysis process. It shows two curved arrows: a light blue arrow pointing from the 20% Internal Equity component to the 80% External Equity component, and a grey arrow pointing from the 80% External Equity component to the text "Regression Analysis".

STRUCTURED & TRANSPARENT



COMPENSATION MODEL

A. Internal Equity





JOB EVALUATION

Criteria - 12 Factors

| | | | |
|---|----------------------|----|----------------------------|
| 1 | Education | 7 | Work Environment |
| 2 | Experience | 8 | Physical Demands |
| 3 | Complexity | 9 | Discretionary Decisions |
| 4 | Scope of Work | 10 | Contacts |
| 5 | Problem Solving | 11 | Authority Exercised |
| 6 | Supervision Received | 12 | Supervisory Responsibility |



JOB EVALUATION

Results

GPA - 260 positions

- Range 225 to 1854 points (Av. 758)

GWA - 216 positions

- Range 223 to 1854 points (Av. 768)



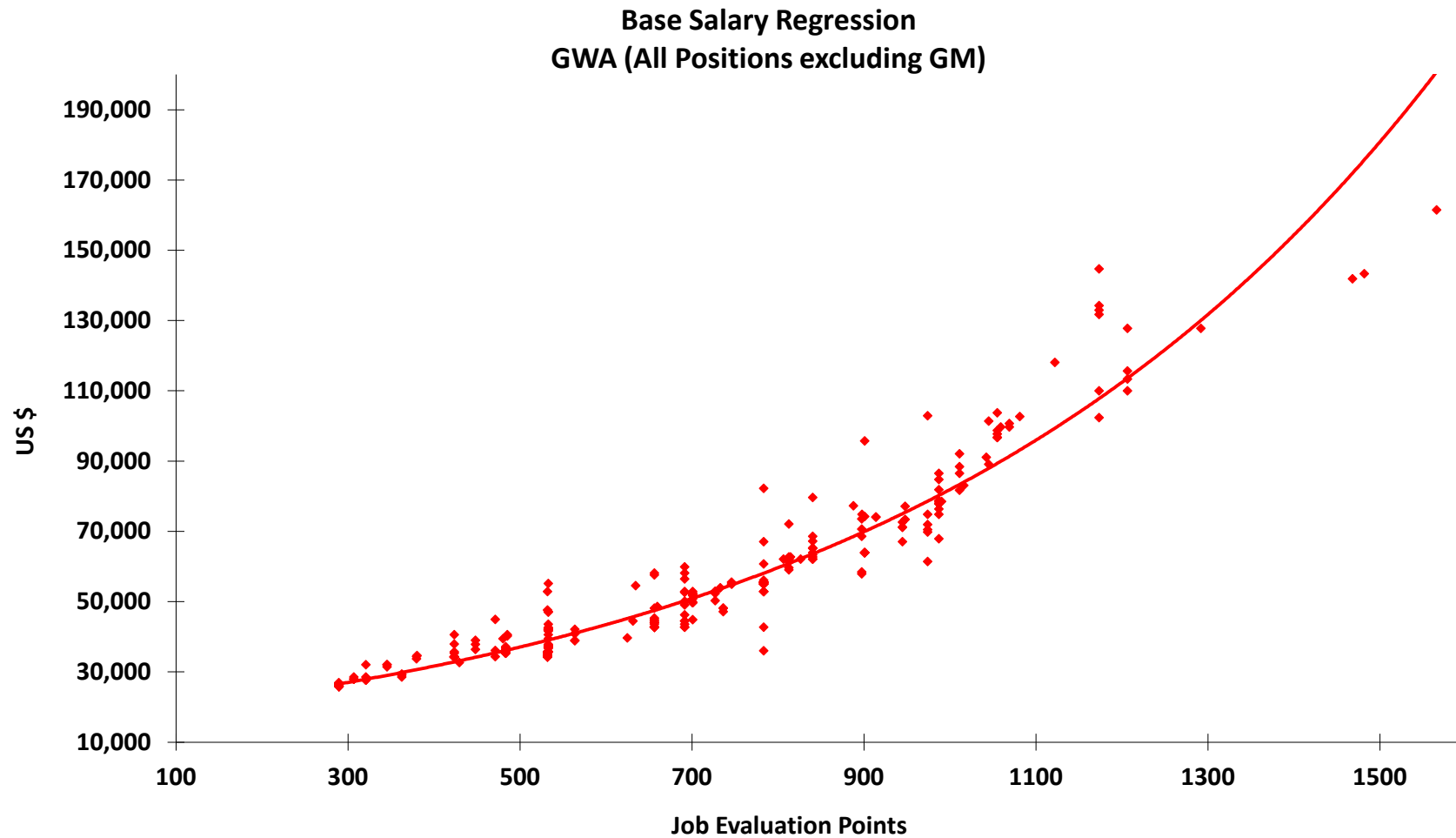
COMPENSATION MODEL

Regression Analysis - Internal





REGRESSION ANALYSIS - GWA





COMPENSATION MODEL

B. External Equity





MARKET DATA SOURCES

U.S. Mainland

1. American Public Power Association
2. American Water Works Association
3. U.S. Bureau of Labor Statistics
4. U.S. Department of Labor



MARKET DATA SOURCES

U.S. Mainland

5. U.S. Federal Government
6. Web Based Compensation Data
7. U.S. Utility Recruitment Companies
8. U.S. Utility Company Websites



MARKET DATA - Results

Appendix A : Pages 1 - 10 (Handout)

- Market Percentiles (5th - 95th)
- GPA - 260 positions
- GWA - 216 positions
- Data Includes Unclassified Positions



COMPENSATION MODEL

Regression Analysis - Int. + Ext.





REGRESSION ANALYSIS

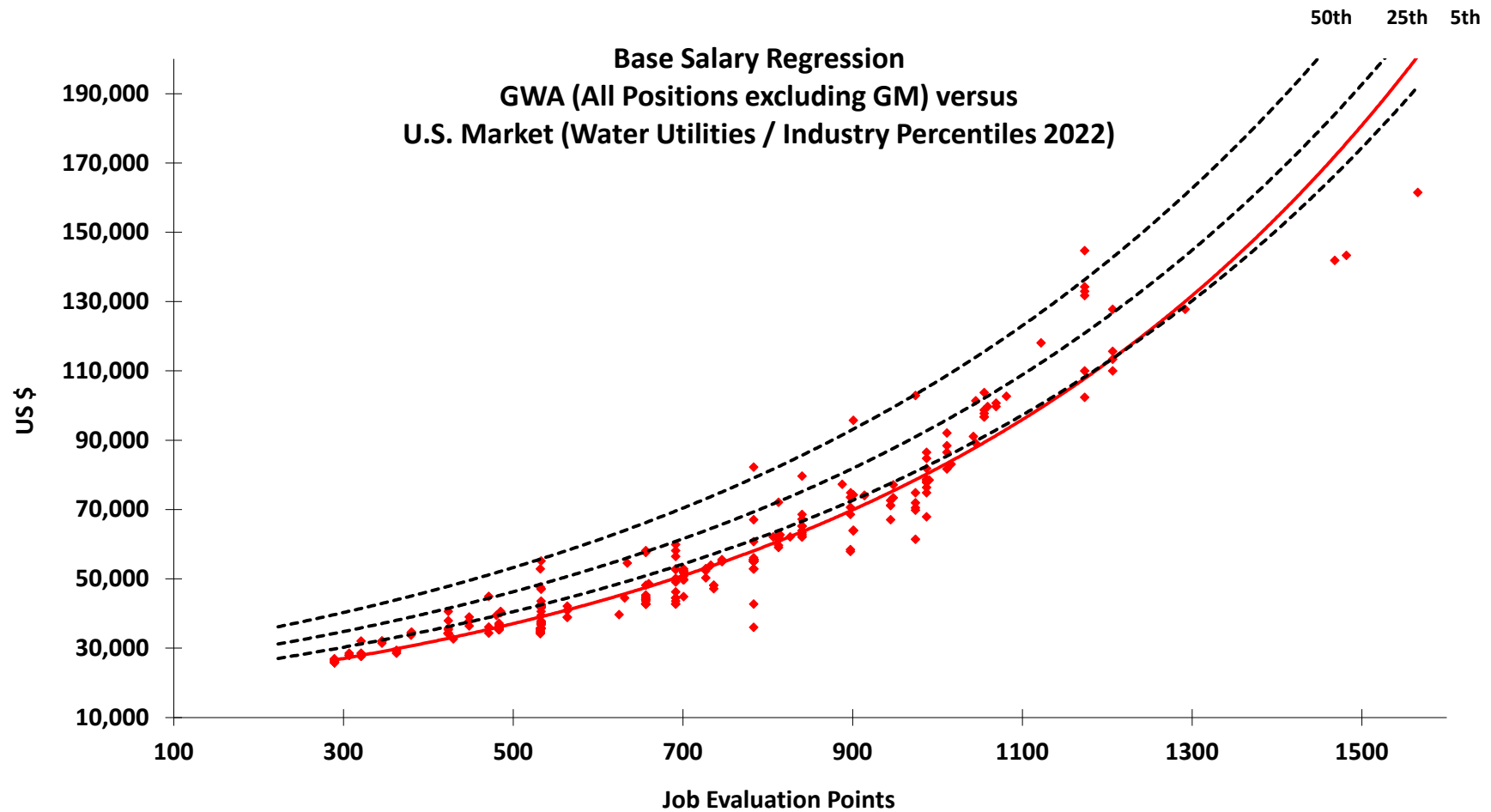
Appendix B : Page 11 (Handout)

- All positions (excluding GM's)
- Both utilities approximate the 5th market percentile (2022 market data)
- Exponential regression line (average)



REGRESSION ANALYSIS - GWA

APPENDIX B





**Before examining the cost
results the following are
seven factors impacting
GPA & GWA's
current market position
(5th market percentile / 2022)**



1. MARKET REVIEWS

I cannot over emphasize the importance of conducting regular market reviews in order to confirm and monitor market Position

Appendix A : Pages 1 - 10 (Handout)



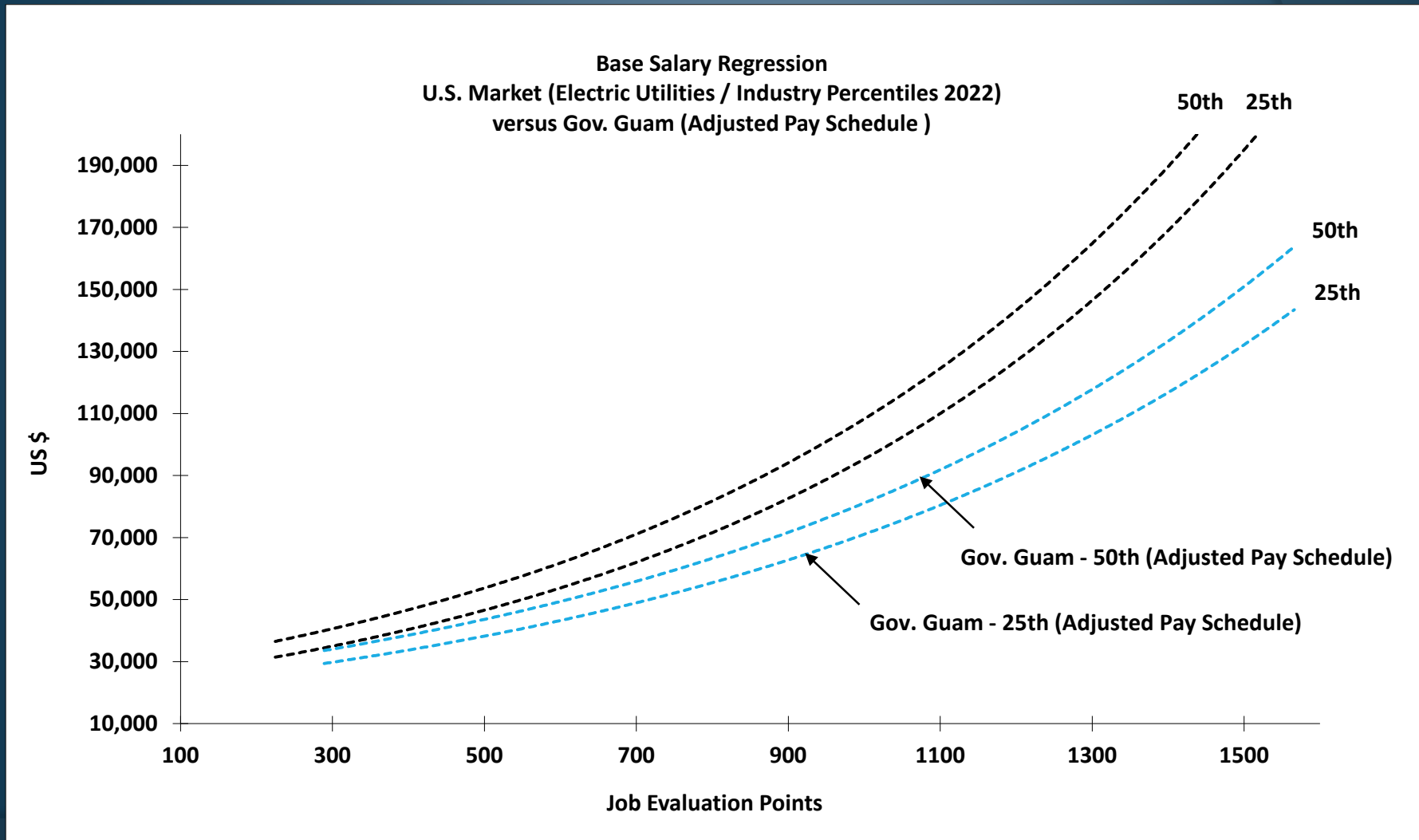
The Basic Premise :

“you cannot make strategic decisions on pay unless you know your true market position”

c.f. Gov. Guam - 22% increase



REG. - Utilities v's Gov. Guam





2. U.S. INFLATION

The current rate of inflation in the U.S.
(the highest in 40 years) is exceeding
salary growth

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U.S. Inflation Rates : 2008 - 2022

September 2023 - 3.7%





3. INDUSTRY SALARY TRENDS

National salary growth within the U.S. is approximately 3% annually (average)

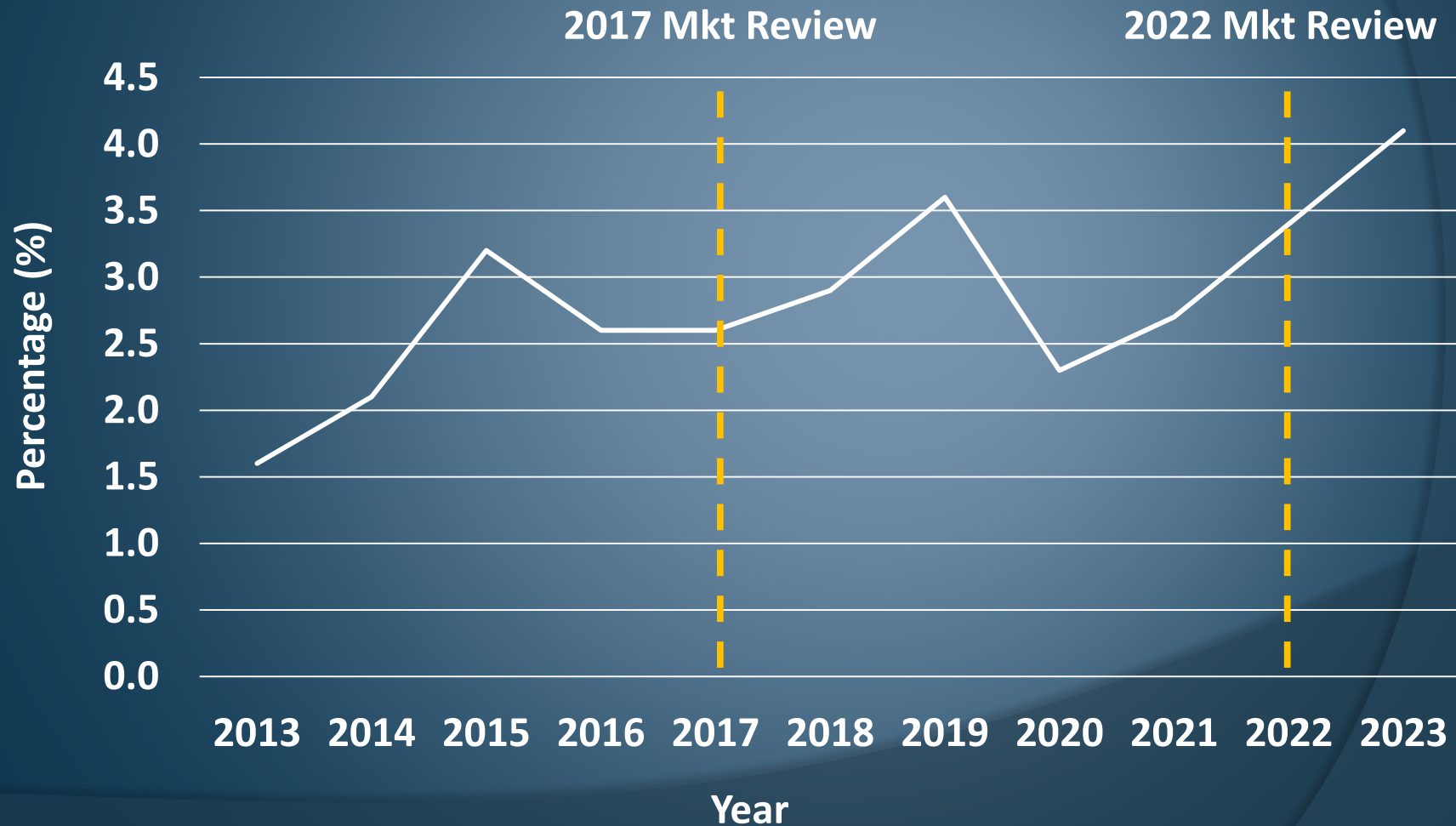
Salary growth within the utilities industry is currently trending in excess of 3% annually

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BLS - Change in Total Compensation

Utilities : 2013 - 2023





4. METHODOLOGY (Imp. Range Comparator)

For each cost option an implementation range is generated for every position. In comparing salaries we have historically used the range minimum value as the comparator.



e.g. Line Electrician II

Grade I (15th Market Percentile)

| | 6 | | | | 7 | |
|--------|--------|--------|--------|--------|--------|--------|
| D | A | B | C | D | A | B |
| 44,483 | 44,927 | 45,377 | 45,830 | 46,289 | 46,752 | 47,219 |



e.g. Line Electrician II

Grade I (15th Market Percentile)

| | | | | | | |
|--------|--------|--------|--------|--------|--------|--------|
| | 6 | | | | 7 | |
| D | A | B | C | D | A | B |
| 44,483 | 44,927 | 45,377 | 45,830 | 46,289 | 46,752 | 47,219 |



Range Minimum



Range Maximum



e.g. Line Electrician II

Grade I (15th Market Percentile)

| | | | | | | |
|--------|--------|--------|--------|--------|--------|--------|
| | 6 | | | | 7 | |
| D | A | B | C | D | A | B |
| 44,483 | 44,927 | 45,377 | 45,830 | 46,289 | 46,752 | 47,219 |

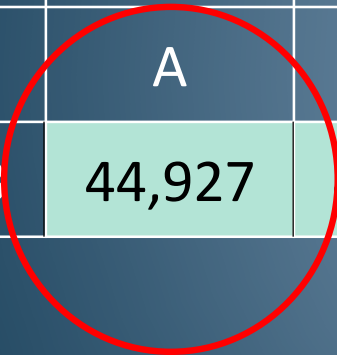
Comparator Value (Costings Historically)



e.g. Line Electrician II

Grade I (15th Market Percentile)

| | | | | | | |
|--------|--------|--------|--------|--------|--------|--------|
| | 6 | | | | 7 | |
| D | A | B | C | D | A | B |
| 44,483 | 44,927 | 45,377 | 45,830 | 46,289 | 46,752 | 47,219 |



True 15th Market
Percentile Value



Recent History :

Market review conducted in 2017

2017 - migrated to ~~15th~~ (10th) mkt percentile

2020 - migrated to ~~20th~~ (15th) mkt percentile



Current Costing / Moving Forward



| | | | | | | |
|--------|--------|--------|--------|--------|--------|--------|
| | 7 | | | | 8 | |
| D | A | B | C | D | A | B |
| 46,289 | 46,752 | 47,219 | 47,691 | 48,168 | 48,650 | 49,136 |



Range Minimum
True Market
Percentile Value



Range Maximum



5. COMPETITIVE RECRUITMENT

Recruitment (for selected positions) is becoming increasingly competitive e.g. Engineering, IT, Scada, technical position etc



NAVFAC - Guam

Base Salary (hires from U.S. mainland)

12.62 % - COLA (tax free)

15.95% - Locality Pay (taxable)

12.38% - Non Foreign Post Diff. (taxable)

"Show me the Money"



How do we counter this ?

One option is migrating to a higher market percentile (which is what this review is about) but there are also other options worth exploring :



How do we counter this ?

One option is migrating to a higher market percentile (which is what this review is about) but there are also other options worth exploring :

1. Above Step Recruitment
2. Migrating selected positional groups



1. Above Step Recruitment

We may need to re-examine the wording of this policy, but the tool nonetheless, is there to be used by each General Manager re : hard to fill positions

Note : Use Appendix B to explore options



2. Migrating selected positional groups

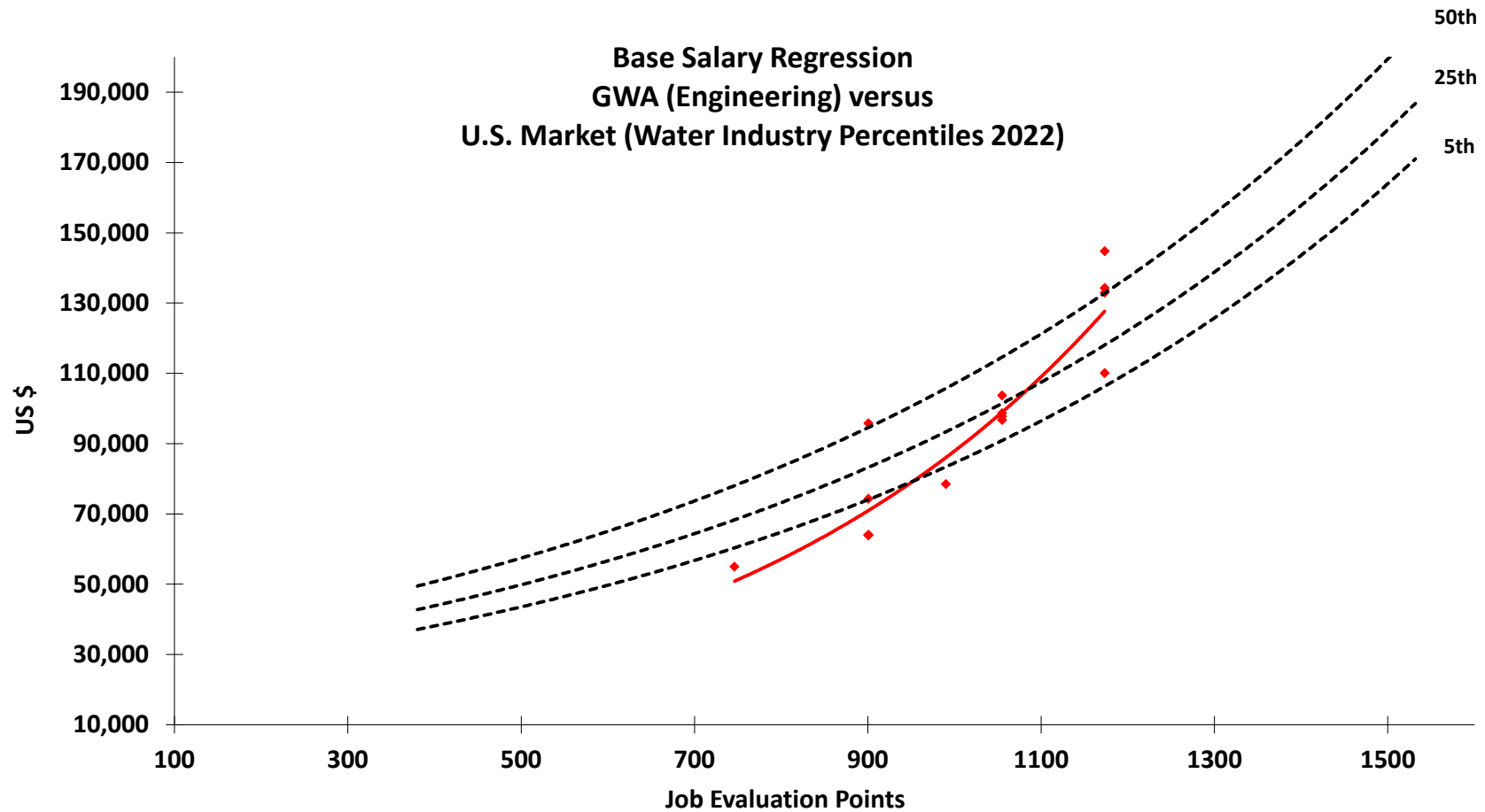
Where a selected positional group is under pressure re : attraction & retention the option is there for that group to be positioned at a higher market percentile



REGRESSION - GWA Engineering

APPENDIX C

**Base Salary Regression
GWA (Engineering) versus
U.S. Market (Water Industry Percentiles 2022)**





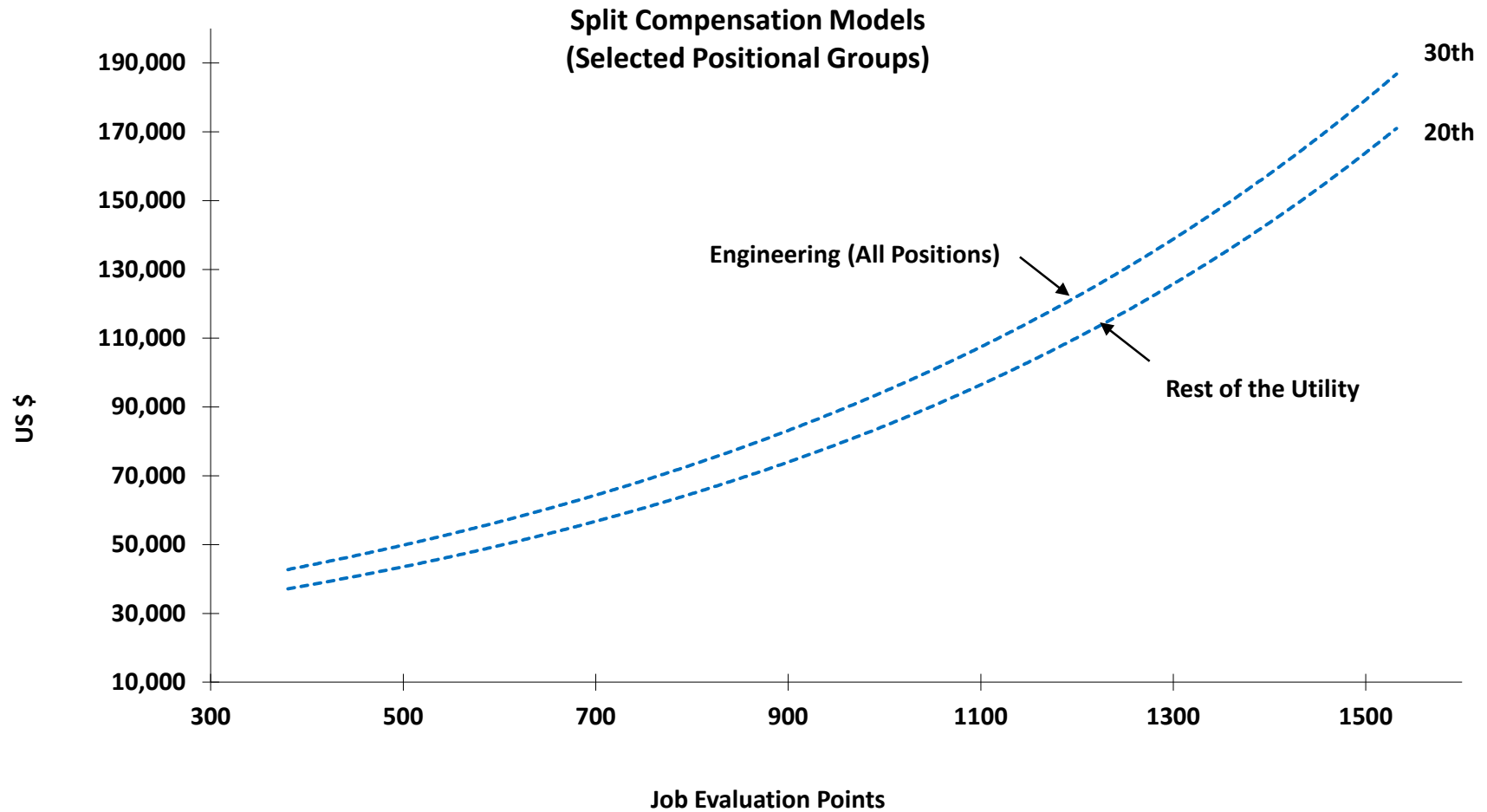
Action :

As an option we could migrate e.g. Engineering (and/or any other vulnerable positional group) to a higher market percentile

Note : Use Appendix B to explore options



Split Compensation Models





6. REWARDING QUALIFICATIONS

Recognition and reward for certified, technical and professional qualifications

Both GPA / GWA are vulnerable to the dynamics of a changing workforce

i.e. older / retiring staff perhaps unwilling to learn / acquire new skills etc



Example :

The first challenge is to identify the key qualifications of all CTP positions

Once completed the CTP position could have both a range minimum value plus a differential sub-step value in recognition of the qualification



e.g. Engineer Supervisor

| | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|
| | 3 | | | | 4 | |
| D | A | B | C | D | A | B |
| 118,330 | 119,513 | 120,709 | 121,916 | 123,135 | 124,366 | 125,610 |



Range Min



Range Min

| | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|
| | | 5 | | | | 6 |
| C | D | A | B | C | D | A |
| 126,866 | 128,135 | 129,416 | 130,710 | 132,017 | 133,337 | 134,671 |



PE Qualification



7. TARGET MARKET PERCENTILE

It makes sense that the base salary target (for all positions) should be the 50th market percentile c.f. U.S. Utilities Market

Note : the 50th market percentile represents the market average



Strategy (Prevailing Market) :

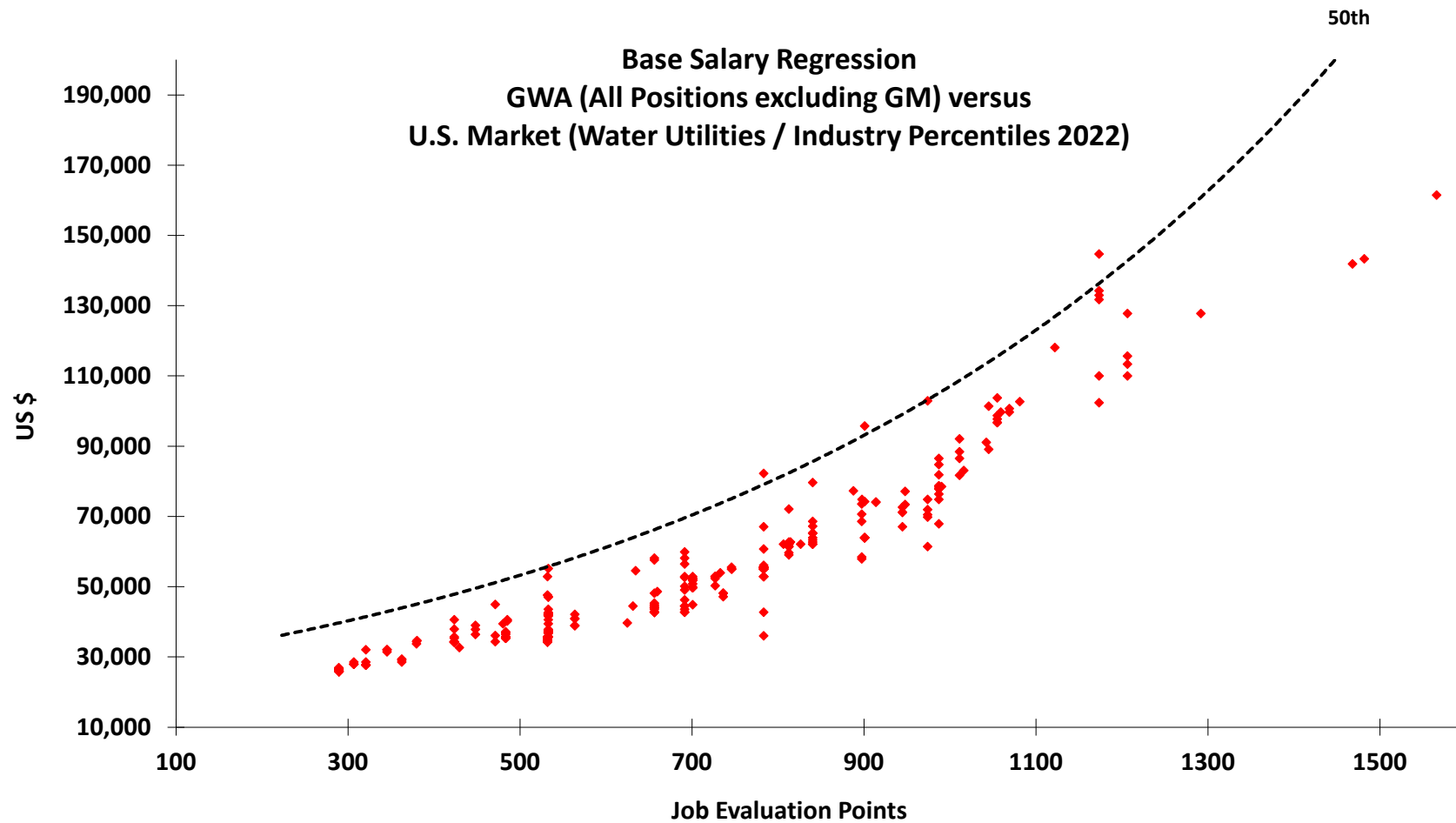
For employees < 50th increments would continue to added to base salary

For employees > 50th increments could be paid out as a lump sum payment as opposed to the amount being added to base salary
(Note : until market catches up)



REGRESSION ANALYSIS - GWA

APPENDIX B



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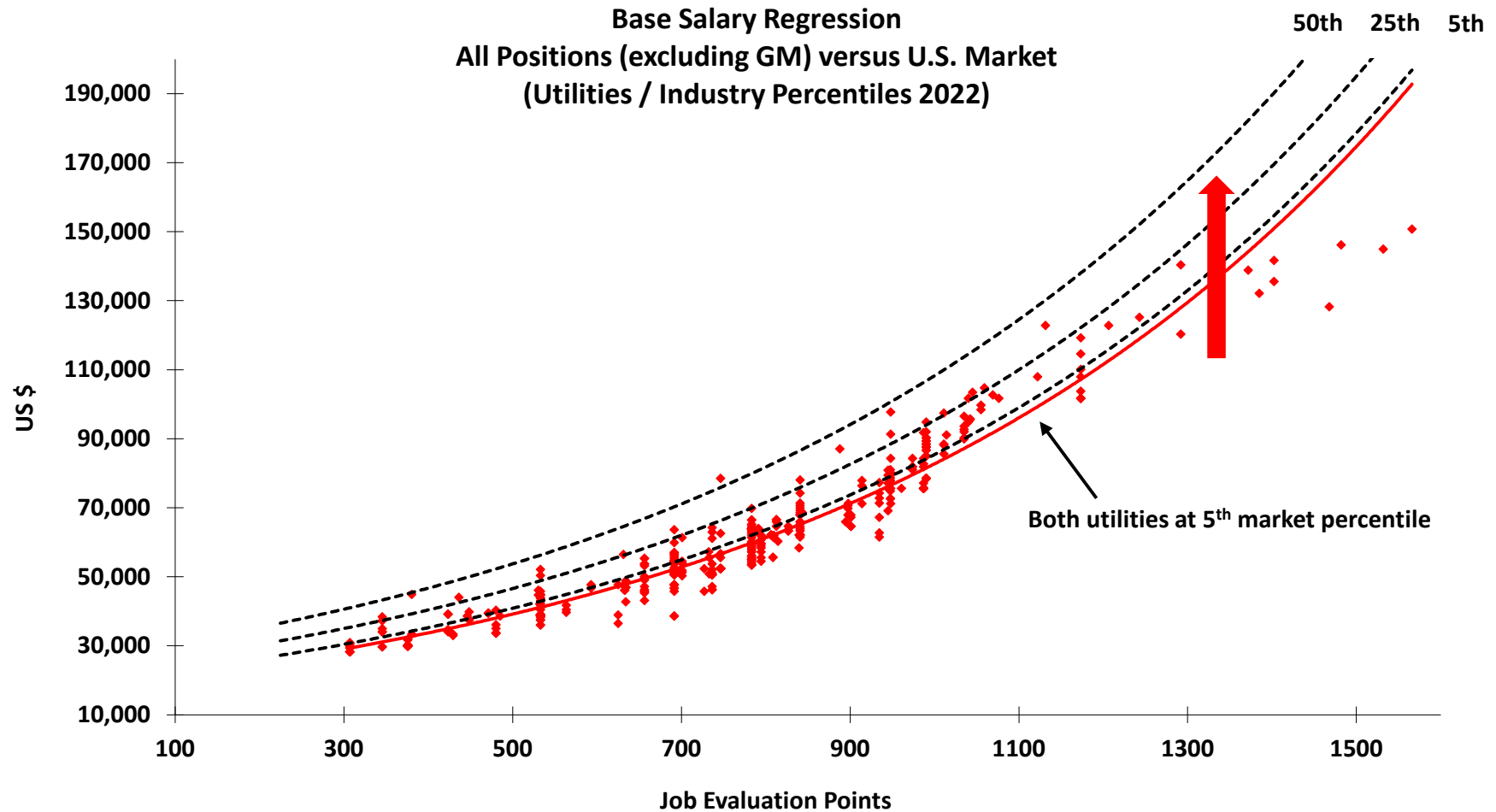


GPA / GWA - COST RESULTS





STRUCTURAL ADJUSTMENT





GPA / GWA - COST RESULTS

- We examined five (5) cost options : migrating both utilities to the : 10th, 15th, 20th, 25th & 30th market percentiles
- Results based on 2022 market data
- We understand both utilities are on a two (2) year budget cycle with \$2m per annum being set aside for structural adjustments in base salary



GPA / GWA - COST RESULTS

- Each cost result (in the handout) is based on migrating the utility from the current staffing pattern
- Additional cost results are presented in the following slides but are contingent on PFP being paid annually

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GWA Cost Results - Two Options





GWA - Cost Summary

| | | | |
|-----------------|--------------|---------------------|------------------|
| Option 1 | F/Y24 | 2,353,776 | 20 th |
| | F/Y25 | 779,429 | 30 th |
| | TOTAL | \$ 3,133,205 | |
| Option 2 | F/Y24 | 2,946,431 | 25 th |
| | F/Y25 | 179,417 | 30 th |
| | TOTAL | \$ 3,125,848 | |

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GWA Implementation - Option 1

F/Y24 - Migrate to 20th after F/Y23 PFP is paid (Sep 2024)

| | No Emp. | % Emp. | Cost (\$) |
|---------------------|---------|--------|-----------|
| Current Emp. < 20th | 325 | 88.6 | 2,335,970 |
| Current Emp. > 20th | 42 | 11.4 | 17,806 |
| | 367 | 100.0 | 2,353,776 |

F/Y25 - Migrate to 30th after F/Y24 PFP is paid (Sep 2025)

| | No Emp. | % Emp. | Cost (\$) |
|---------------------|---------|--------|-----------|
| Current Emp. < 30th | 336 | 91.6 | 779,429 |
| Current Emp. > 30th | 31 | 8.4 | N/A |
| | 367 | 100.0 | 779,429 |



GWA Implementation - Option 2

F/Y24 - Migrate to 25th after F/Y23 PFP is paid (Sep 2024)

| | No Emp. | % Emp. | Cost (\$) |
|---------------------|---------|--------|-----------|
| Current Emp. < 25th | 336 | 91.6 | 2,932,368 |
| Current Emp. > 25th | 31 | 8.4 | 14,063 |
| | 367 | 100.0 | 2,946,431 |

F/Y25 - Migrate to 30th after F/Y24 PFP is paid (Sep 2025)

| | No Emp. | % Emp. | Cost (\$) |
|---------------------|---------|--------|-----------|
| Current Emp. < 30th | 301 | 82.0 | 179,417 |
| Current Emp. > 30th | 66 | 18.0 | N/A |
| | 367 | 100.0 | 179,417 |



GWA - Cost Summary

| | | | |
|-----------------|--------------|---------------------|------------------|
| Option 1 | F/Y24 | 2,353,776 | 20 th |
| | F/Y25 | 779,429 | 30 th |
| | TOTAL | \$ 3,133,205 | |
| Option 2 | F/Y24 | 2,946,431 | 25 th |
| | F/Y25 | 179,417 | 30 th |
| | TOTAL | \$ 3,125,848 | |

25th Market Percentile
2022 Market Data

| PAY GRADE | Step 1 | | | | Step 2 | | | | Step 3 | | | | Step 4 | | | | Step 5 | | | |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| A | 27,000 | 27,270 | 27,543 | 27,818 | 28,096 | 28,377 | 28,661 | 28,948 | 29,237 | 29,530 | 29,825 | 30,123 | 30,424 | 30,729 | 31,036 | 31,346 | 31,660 | 31,976 | 32,296 | 32,619 |
| B | 30,780 | 31,088 | 31,399 | 31,713 | 32,030 | 32,350 | 32,674 | 33,000 | 33,330 | 33,664 | 34,000 | 34,340 | 34,684 | 35,031 | 35,381 | 35,735 | 36,092 | 36,453 | 36,817 | 37,186 |
| C | 31,088 | 31,399 | 31,713 | 32,030 | 32,350 | 32,674 | 33,000 | 33,330 | 33,664 | 34,000 | 34,340 | 34,684 | 35,031 | 35,381 | 35,735 | 36,092 | 36,453 | 36,817 | 37,186 | 37,557 |
| D | 35,129 | 35,481 | 35,835 | 36,194 | 36,556 | 36,921 | 37,290 | 37,663 | 38,040 | 38,420 | 38,805 | 39,193 | 39,584 | 39,980 | 40,380 | 40,784 | 41,192 | 41,604 | 42,020 | 42,440 |
| E | 37,237 | 37,609 | 37,985 | 38,365 | 38,749 | 39,136 | 39,528 | 39,923 | 40,322 | 40,726 | 41,133 | 41,544 | 41,960 | 42,379 | 42,803 | 43,231 | 43,663 | 44,100 | 44,541 | 44,986 |
| F | 37,982 | 38,362 | 38,745 | 39,133 | 39,524 | 39,919 | 40,318 | 40,722 | 41,129 | 41,540 | 41,955 | 42,375 | 42,799 | 43,227 | 43,659 | 44,096 | 44,537 | 44,982 | 45,432 | 45,886 |
| G | 41,400 | 41,814 | 42,232 | 42,655 | 43,081 | 43,512 | 43,947 | 44,386 | 44,830 | 45,279 | 45,731 | 46,189 | 46,651 | 47,117 | 47,588 | 48,064 | 48,545 | 49,030 | 49,521 | 50,016 |
| H | 47,610 | 48,086 | 48,567 | 49,053 | 49,543 | 50,039 | 50,539 | 51,044 | 51,555 | 52,070 | 52,591 | 53,117 | 53,648 | 54,185 | 54,727 | 55,274 | 55,827 | 56,385 | 56,949 | 57,518 |
| I | 52,371 | 52,895 | 53,424 | 53,958 | 54,498 | 55,043 | 55,593 | 56,149 | 56,710 | 57,277 | 57,850 | 58,429 | 59,013 | 59,603 | 60,199 | 60,801 | 61,409 | 62,023 | 62,644 | 63,270 |
| J | 57,608 | 58,184 | 58,766 | 59,354 | 59,947 | 60,547 | 61,152 | 61,764 | 62,381 | 63,005 | 63,635 | 64,272 | 64,914 | 65,563 | 66,219 | 66,881 | 67,550 | 68,226 | 68,908 | 69,597 |
| K | 67,978 | 68,657 | 69,344 | 70,037 | 70,738 | 71,445 | 72,160 | 72,881 | 73,610 | 74,346 | 75,090 | 75,841 | 76,599 | 77,365 | 78,139 | 78,920 | 79,709 | 80,506 | 81,311 | 82,124 |
| L | 73,416 | 74,150 | 74,892 | 75,640 | 76,397 | 77,161 | 77,932 | 78,712 | 79,499 | 80,294 | 81,097 | 81,908 | 82,727 | 83,554 | 84,390 | 85,234 | 86,086 | 86,947 | 87,816 | 88,694 |
| M | 82,960 | 83,790 | 84,627 | 85,474 | 86,328 | 87,192 | 88,064 | 88,944 | 89,834 | 90,732 | 91,639 | 92,556 | 93,481 | 94,416 | 95,360 | 96,314 | 97,277 | 98,250 | 99,232 | 100,225 |
| N | 91,256 | 92,168 | 93,090 | 94,021 | 94,961 | 95,911 | 96,870 | 97,839 | 98,817 | 99,805 | 100,803 | 101,811 | 102,829 | 103,858 | 104,896 | 105,945 | 107,005 | 108,075 | 109,156 | 110,247 |
| O | 97,644 | 98,620 | 99,606 | 100,603 | 101,609 | 102,625 | 103,651 | 104,687 | 105,734 | 106,792 | 107,860 | 108,938 | 110,028 | 111,128 | 112,239 | 113,361 | 114,495 | 115,640 | 116,796 | 117,964 |
| P | 108,385 | 109,469 | 110,563 | 111,669 | 112,786 | 113,913 | 115,053 | 116,203 | 117,365 | 118,539 | 119,724 | 120,921 | 122,131 | 123,352 | 124,585 | 125,831 | 127,090 | 128,360 | 129,644 | 130,940 |
| Q | 119,223 | 120,415 | 121,620 | 122,836 | 124,064 | 125,305 | 126,558 | 127,823 | 129,102 | 130,393 | 131,697 | 133,013 | 134,344 | 135,687 | 137,044 | 138,414 | 139,798 | 141,196 | 142,608 | 144,035 |
| R | 127,569 | 128,844 | 130,133 | 131,434 | 132,749 | 134,076 | 135,417 | 136,771 | 138,139 | 139,520 | 140,915 | 142,324 | 143,748 | 145,185 | 146,637 | 148,103 | 149,584 | 151,080 | 152,591 | 154,117 |
| S | 140,326 | 141,729 | 143,146 | 144,578 | 146,023 | 147,484 | 148,958 | 150,448 | 151,953 | 153,472 | 155,007 | 156,557 | 158,122 | 159,704 | 161,301 | 162,914 | 164,543 | 166,188 | 167,850 | 169,529 |

CCU Regular Board Meeting, April 24, 2024 - GWA

25th Market Percentile
2022 Market Data

| PAY GRADE | Step 1 | | | | Step 2 | | | | Step 3 | | | | Step 4 | | | | Step 5 | | | |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| T | 151,552 | 153,067 | 154,598 | 156,144 | 157,705 | 159,282 | 160,875 | 162,484 | 164,109 | 165,750 | 167,407 | 169,081 | 170,772 | 172,480 | 174,205 | 175,947 | 177,706 | 179,483 | 181,278 | 183,091 |
| U | 174,284 | 176,027 | 177,788 | 179,565 | 181,361 | 183,175 | 185,006 | 186,856 | 188,725 | 190,612 | 192,518 | 194,444 | 196,388 | 198,352 | 200,335 | 202,339 | 204,362 | 206,406 | 208,470 | 210,555 |
| V | 200,427 | 202,431 | 204,456 | 206,500 | 208,565 | 210,651 | 212,757 | 214,885 | 217,034 | 219,204 | 221,396 | 223,610 | 225,846 | 228,105 | 230,386 | 232,690 | 235,017 | 237,367 | 239,740 | 242,138 |
| W | 220,470 | 222,674 | 224,901 | 227,150 | 229,422 | 231,716 | 234,033 | 236,373 | 238,737 | 241,125 | 243,536 | 245,971 | 248,431 | 250,915 | 253,424 | 255,959 | 258,518 | 261,103 | 263,714 | 266,352 |
| X | 242,517 | 244,942 | 247,391 | 249,865 | 252,364 | 254,888 | 257,436 | 260,011 | 262,611 | 265,237 | 267,889 | 270,568 | 273,274 | 276,007 | 278,767 | 281,554 | 284,370 | 287,214 | 290,086 | 292,987 |
| Y | 266,768 | 269,436 | 272,130 | 274,852 | 277,600 | 280,376 | 283,180 | 286,012 | 288,872 | 291,761 | 294,678 | 297,625 | 300,601 | 303,607 | 306,643 | 309,710 | 312,807 | 315,935 | 319,094 | 322,285 |
| Z | 293,445 | 296,380 | 299,344 | 302,337 | 305,360 | 308,414 | 311,498 | 314,613 | 317,759 | 320,937 | 324,146 | 327,388 | 330,662 | 333,968 | 337,308 | 340,681 | 344,088 | 347,529 | 351,004 | 354,514 |

25th Market Percentile
2022 Market Data

| PAY GRADE | Step 6 | | | | Step 7 | | | | Step 8 | | | | Step 9 | | | | Step 10 | | | |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| A | 32,945 | 33,275 | 33,607 | 33,943 | 34,283 | 34,626 | 34,972 | 35,322 | 35,675 | 36,032 | 36,392 | 36,756 | 37,123 | 37,495 | 37,870 | 38,248 | 38,631 | 39,017 | 39,407 | 39,801 |
| B | 37,557 | 37,933 | 38,312 | 38,695 | 39,082 | 39,473 | 39,868 | 40,267 | 40,669 | 41,076 | 41,487 | 41,902 | 42,321 | 42,744 | 43,171 | 43,603 | 44,039 | 44,479 | 44,924 | 45,373 |
| C | 37,933 | 38,312 | 38,695 | 39,082 | 39,473 | 39,868 | 40,267 | 40,669 | 41,076 | 41,487 | 41,902 | 42,321 | 42,744 | 43,171 | 43,603 | 44,039 | 44,479 | 44,924 | 45,373 | 45,827 |
| D | 42,864 | 43,293 | 43,726 | 44,163 | 44,605 | 45,051 | 45,501 | 45,956 | 46,416 | 46,880 | 47,349 | 47,822 | 48,301 | 48,784 | 49,271 | 49,764 | 50,262 | 50,764 | 51,272 | 51,785 |
| E | 45,436 | 45,891 | 46,349 | 46,813 | 47,281 | 47,754 | 48,231 | 48,714 | 49,201 | 49,693 | 50,190 | 50,692 | 51,199 | 51,711 | 52,228 | 52,750 | 53,277 | 53,810 | 54,348 | 54,892 |
| F | 46,345 | 46,808 | 47,276 | 47,749 | 48,227 | 48,709 | 49,196 | 49,688 | 50,185 | 50,687 | 51,194 | 51,706 | 52,223 | 52,745 | 53,272 | 53,805 | 54,343 | 54,886 | 55,435 | 55,990 |
| G | 50,516 | 51,021 | 51,531 | 52,047 | 52,567 | 53,093 | 53,624 | 54,160 | 54,702 | 55,249 | 55,801 | 56,359 | 56,923 | 57,492 | 58,067 | 58,647 | 59,234 | 59,826 | 60,425 | 61,029 |
| H | 58,093 | 58,674 | 59,261 | 59,854 | 60,452 | 61,057 | 61,667 | 62,284 | 62,907 | 63,536 | 64,171 | 64,813 | 65,461 | 66,116 | 66,777 | 67,445 | 68,119 | 68,800 | 69,488 | 70,183 |
| I | 63,903 | 64,542 | 65,187 | 65,839 | 66,497 | 67,162 | 67,834 | 68,512 | 69,197 | 69,889 | 70,588 | 71,294 | 72,007 | 72,727 | 73,454 | 74,189 | 74,931 | 75,680 | 76,437 | 77,201 |
| J | 70,293 | 70,996 | 71,706 | 72,423 | 73,147 | 73,879 | 74,617 | 75,364 | 76,117 | 76,878 | 77,647 | 78,424 | 79,208 | 80,000 | 80,800 | 81,608 | 82,424 | 83,248 | 84,081 | 84,922 |
| K | 82,946 | 83,775 | 84,613 | 85,459 | 86,314 | 87,177 | 88,048 | 88,929 | 89,818 | 90,716 | 91,624 | 92,540 | 93,465 | 94,400 | 95,344 | 96,297 | 97,260 | 98,233 | 99,215 | 100,207 |
| L | 89,581 | 90,477 | 91,382 | 92,296 | 93,219 | 94,151 | 95,092 | 96,043 | 97,004 | 97,974 | 98,953 | 99,943 | 100,942 | 101,952 | 102,971 | 104,001 | 105,041 | 106,092 | 107,152 | 108,224 |
| M | 101,227 | 102,239 | 103,262 | 104,294 | 105,337 | 106,390 | 107,454 | 108,529 | 109,614 | 110,710 | 111,817 | 112,936 | 114,065 | 115,206 | 116,358 | 117,521 | 118,696 | 119,883 | 121,082 | 122,293 |
| N | 111,350 | 112,463 | 113,588 | 114,724 | 115,871 | 117,030 | 118,200 | 119,382 | 120,576 | 121,781 | 122,999 | 124,229 | 125,471 | 126,726 | 127,993 | 129,273 | 130,566 | 131,872 | 133,191 | 134,522 |
| O | 119,144 | 120,335 | 121,539 | 122,754 | 123,982 | 125,222 | 126,474 | 127,739 | 129,016 | 130,306 | 131,609 | 132,925 | 134,254 | 135,597 | 136,953 | 138,323 | 139,706 | 141,103 | 142,514 | 143,939 |
| P | 132,250 | 133,572 | 134,908 | 136,257 | 137,620 | 138,996 | 140,386 | 141,790 | 143,208 | 144,640 | 146,086 | 147,547 | 149,022 | 150,513 | 152,018 | 153,538 | 155,073 | 156,624 | 158,190 | 159,772 |
| Q | 145,475 | 146,930 | 148,399 | 149,883 | 151,382 | 152,896 | 154,425 | 155,969 | 157,528 | 159,104 | 160,695 | 162,302 | 163,925 | 165,564 | 167,220 | 168,892 | 170,581 | 172,287 | 174,009 | 175,749 |
| R | 155,658 | 157,215 | 158,787 | 160,375 | 161,978 | 163,598 | 165,234 | 166,887 | 168,555 | 170,241 | 171,943 | 173,663 | 175,399 | 177,153 | 178,925 | 180,714 | 182,521 | 184,347 | 186,190 | 188,052 |
| S | 171,224 | 172,936 | 174,666 | 176,412 | 178,176 | 179,958 | 181,758 | 183,575 | 185,411 | 187,265 | 189,138 | 191,029 | 192,939 | 194,869 | 196,817 | 198,786 | 200,774 | 202,781 | 204,809 | 206,857 |

CCU Regular Board Meeting, April 24, 2024 - GWA

25th Market Percentile
2022 Market Data

| PAY GRADE | Step 6 | | | | Step 7 | | | | Step 8 | | | | Step 9 | | | | Step 10 | | | |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| T | 184,922 | 186,771 | 188,639 | 190,525 | 192,430 | 194,355 | 196,298 | 198,261 | 200,244 | 202,246 | 204,269 | 206,311 | 208,375 | 210,458 | 212,563 | 214,689 | 216,835 | 219,004 | 221,194 | 223,406 |
| U | 212,660 | 214,787 | 216,935 | 219,104 | 221,295 | 223,508 | 225,743 | 228,000 | 230,280 | 232,583 | 234,909 | 237,258 | 239,631 | 242,027 | 244,447 | 246,892 | 249,361 | 251,854 | 254,373 | 256,917 |
| V | 244,559 | 247,005 | 249,475 | 251,970 | 254,489 | 257,034 | 259,604 | 262,200 | 264,822 | 267,471 | 270,145 | 272,847 | 275,575 | 278,331 | 281,114 | 283,926 | 286,765 | 289,632 | 292,529 | 295,454 |
| W | 269,015 | 271,705 | 274,422 | 277,166 | 279,938 | 282,738 | 285,565 | 288,421 | 291,305 | 294,218 | 297,160 | 300,132 | 303,133 | 306,164 | 309,226 | 312,318 | 315,441 | 318,596 | 321,782 | 324,999 |
| X | 295,917 | 298,876 | 301,864 | 304,883 | 307,932 | 311,011 | 314,121 | 317,263 | 320,435 | 323,640 | 326,876 | 330,145 | 333,446 | 336,781 | 340,148 | 343,550 | 346,985 | 350,455 | 353,960 | 357,499 |
| Y | 325,508 | 328,763 | 332,051 | 335,371 | 338,725 | 342,112 | 345,534 | 348,989 | 352,479 | 356,004 | 359,564 | 363,159 | 366,791 | 370,459 | 374,163 | 377,905 | 381,684 | 385,501 | 389,356 | 393,249 |
| Z | 358,059 | 361,640 | 365,256 | 368,909 | 372,598 | 376,324 | 380,087 | 383,888 | 387,727 | 391,604 | 395,520 | 399,475 | 403,470 | 407,505 | 411,580 | 415,695 | 419,852 | 424,051 | 428,291 | 432,574 |

25th Market Percentile
2022 Market Data

| PAY GRADE | Step 11 | | | | Step 12 | | | | Step 13 | | | | Step 14 | | | | Step 15 | | | |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| A | 40,199 | 40,601 | 41,007 | 41,417 | 41,832 | 42,250 | 42,672 | 43,099 | 43,530 | 43,965 | 44,405 | 44,849 | 45,298 | 45,751 | 46,208 | 46,670 | 47,137 | 47,608 | 48,084 | 48,565 |
| B | 45,827 | 46,285 | 46,748 | 47,216 | 47,688 | 48,165 | 48,647 | 49,133 | 49,624 | 50,121 | 50,622 | 51,128 | 51,639 | 52,156 | 52,677 | 53,204 | 53,736 | 54,273 | 54,816 | 55,364 |
| C | 46,285 | 46,748 | 47,216 | 47,688 | 48,165 | 48,647 | 49,133 | 49,624 | 50,121 | 50,622 | 51,128 | 51,639 | 52,156 | 52,677 | 53,204 | 53,736 | 54,273 | 54,816 | 55,364 | 55,918 |
| D | 52,303 | 52,826 | 53,354 | 53,887 | 54,426 | 54,971 | 55,520 | 56,075 | 56,636 | 57,203 | 57,775 | 58,352 | 58,936 | 59,525 | 60,121 | 60,722 | 61,329 | 61,942 | 62,562 | 63,187 |
| E | 55,441 | 55,995 | 56,555 | 57,121 | 57,692 | 58,269 | 58,851 | 59,440 | 60,034 | 60,635 | 61,241 | 61,854 | 62,472 | 63,097 | 63,728 | 64,365 | 65,009 | 65,659 | 66,315 | 66,978 |
| F | 56,550 | 57,115 | 57,686 | 58,263 | 58,846 | 59,434 | 60,029 | 60,629 | 61,235 | 61,847 | 62,466 | 63,091 | 63,721 | 64,359 | 65,002 | 65,652 | 66,309 | 66,972 | 67,642 | 68,318 |
| G | 61,639 | 62,255 | 62,878 | 63,507 | 64,142 | 64,783 | 65,431 | 66,085 | 66,746 | 67,414 | 68,088 | 68,769 | 69,456 | 70,151 | 70,852 | 71,561 | 72,277 | 72,999 | 73,729 | 74,467 |
| H | 70,885 | 71,594 | 72,310 | 73,033 | 73,763 | 74,501 | 75,246 | 75,998 | 76,758 | 77,526 | 78,301 | 79,084 | 79,875 | 80,674 | 81,480 | 82,295 | 83,118 | 83,949 | 84,789 | 85,637 |
| I | 77,973 | 78,753 | 79,541 | 80,336 | 81,139 | 81,951 | 82,770 | 83,598 | 84,434 | 85,278 | 86,131 | 86,992 | 87,862 | 88,741 | 89,628 | 90,525 | 91,430 | 92,344 | 93,268 | 94,200 |
| J | 85,771 | 86,628 | 87,495 | 88,370 | 89,253 | 90,146 | 91,047 | 91,958 | 92,877 | 93,806 | 94,744 | 95,692 | 96,649 | 97,615 | 98,591 | 99,577 | 100,573 | 101,579 | 102,594 | 103,620 |
| K | 101,209 | 102,222 | 103,244 | 104,276 | 105,319 | 106,372 | 107,436 | 108,510 | 109,595 | 110,691 | 111,798 | 112,916 | 114,045 | 115,186 | 116,338 | 117,501 | 118,676 | 119,863 | 121,061 | 122,272 |
| L | 109,306 | 110,399 | 111,503 | 112,618 | 113,744 | 114,882 | 116,031 | 117,191 | 118,363 | 119,547 | 120,742 | 121,949 | 123,169 | 124,401 | 125,645 | 126,901 | 128,170 | 129,452 | 130,746 | 132,054 |
| M | 123,516 | 124,751 | 125,999 | 127,259 | 128,531 | 129,817 | 131,115 | 132,426 | 133,750 | 135,088 | 136,439 | 137,803 | 139,181 | 140,573 | 141,978 | 143,398 | 144,832 | 146,281 | 147,743 | 149,221 |
| N | 135,868 | 137,226 | 138,599 | 139,985 | 141,384 | 142,798 | 144,226 | 145,668 | 147,125 | 148,596 | 150,082 | 151,583 | 153,099 | 154,630 | 156,176 | 157,738 | 159,315 | 160,909 | 162,518 | 164,143 |
| O | 145,378 | 146,832 | 148,300 | 149,783 | 151,281 | 152,794 | 154,322 | 155,865 | 157,424 | 158,998 | 160,588 | 162,194 | 163,816 | 165,454 | 167,109 | 168,780 | 170,468 | 172,172 | 173,894 | 175,633 |
| P | 161,370 | 162,984 | 164,614 | 166,260 | 167,922 | 169,601 | 171,297 | 173,010 | 174,741 | 176,488 | 178,253 | 180,035 | 181,836 | 183,654 | 185,491 | 187,346 | 189,219 | 191,111 | 193,022 | 194,953 |
| Q | 177,507 | 179,282 | 181,075 | 182,886 | 184,714 | 186,562 | 188,427 | 190,312 | 192,215 | 194,137 | 196,078 | 198,039 | 200,019 | 202,020 | 204,040 | 206,080 | 208,141 | 210,222 | 212,325 | 214,448 |
| R | 189,932 | 191,832 | 193,750 | 195,688 | 197,645 | 199,621 | 201,617 | 203,633 | 205,670 | 207,726 | 209,804 | 211,902 | 214,021 | 216,161 | 218,322 | 220,506 | 222,711 | 224,938 | 227,187 | 229,459 |
| S | 208,926 | 211,015 | 213,125 | 215,256 | 217,409 | 219,583 | 221,779 | 223,997 | 226,237 | 228,499 | 230,784 | 233,092 | 235,423 | 237,777 | 240,155 | 242,556 | 244,982 | 247,432 | 249,906 | 252,405 |

CCU Regular Board Meeting, April 24, 2024 - GWA

25th Market Percentile
2022 Market Data

| PAY GRADE | Step 11 | | | | Step 12 | | | | Step 13 | | | | Step 14 | | | | Step 15 | | | |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| T | 225,640 | 227,896 | 230,175 | 232,477 | 234,802 | 237,150 | 239,521 | 241,916 | 244,336 | 246,779 | 249,247 | 251,739 | 254,257 | 256,799 | 259,367 | 261,961 | 264,580 | 267,226 | 269,898 | 272,597 |
| U | 259,486 | 262,081 | 264,701 | 267,348 | 270,022 | 272,722 | 275,449 | 278,204 | 280,986 | 283,796 | 286,634 | 289,500 | 292,395 | 295,319 | 298,272 | 301,255 | 304,267 | 307,310 | 310,383 | 313,487 |
| V | 298,409 | 301,393 | 304,407 | 307,451 | 310,525 | 313,630 | 316,767 | 319,934 | 323,134 | 326,365 | 329,629 | 332,925 | 336,254 | 339,617 | 343,013 | 346,443 | 349,908 | 353,407 | 356,941 | 360,510 |
| W | 328,249 | 331,532 | 334,847 | 338,196 | 341,578 | 344,994 | 348,443 | 351,928 | 355,447 | 359,002 | 362,592 | 366,218 | 369,880 | 373,579 | 377,314 | 381,087 | 384,898 | 388,747 | 392,635 | 396,561 |
| X | 361,074 | 364,685 | 368,332 | 372,015 | 375,735 | 379,493 | 383,288 | 387,121 | 390,992 | 394,902 | 398,851 | 402,839 | 406,868 | 410,936 | 415,046 | 419,196 | 423,388 | 427,622 | 431,898 | 436,217 |
| Y | 397,182 | 401,154 | 405,165 | 409,217 | 413,309 | 417,442 | 421,617 | 425,833 | 430,091 | 434,392 | 438,736 | 443,123 | 447,554 | 452,030 | 456,550 | 461,116 | 465,727 | 470,384 | 475,088 | 479,839 |
| Z | 436,900 | 441,269 | 445,682 | 450,139 | 454,640 | 459,186 | 463,778 | 468,416 | 473,100 | 477,831 | 482,609 | 487,436 | 492,310 | 497,233 | 502,205 | 507,227 | 512,300 | 517,423 | 522,597 | 527,823 |

25th Market Percentile
2022 Market Data

| PAY GRADE | Step 16 | | | | Step 17 | | | | Step 18 | | | | Step 19 | | | | Step 20 | | | |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| A | 49,051 | 49,541 | 50,037 | 50,537 | 51,042 | 51,553 | 52,068 | 52,589 | 53,115 | 53,646 | 54,183 | 54,724 | 55,272 | 55,824 | 56,383 | 56,946 | 57,516 | 58,091 | 58,672 | 59,259 |
| B | 55,918 | 56,477 | 57,042 | 57,612 | 58,188 | 58,770 | 59,358 | 59,952 | 60,551 | 61,157 | 61,768 | 62,386 | 63,010 | 63,640 | 64,276 | 64,919 | 65,568 | 66,224 | 66,886 | 67,555 |
| C | 56,477 | 57,042 | 57,612 | 58,188 | 58,770 | 59,358 | 59,952 | 60,551 | 61,157 | 61,768 | 62,386 | 63,010 | 63,640 | 64,276 | 64,919 | 65,568 | 66,224 | 66,886 | 67,555 | 68,230 |
| D | 63,819 | 64,457 | 65,102 | 65,753 | 66,410 | 67,075 | 67,745 | 68,423 | 69,107 | 69,798 | 70,496 | 71,201 | 71,913 | 72,632 | 73,358 | 74,092 | 74,833 | 75,581 | 76,337 | 77,100 |
| E | 67,648 | 68,325 | 69,008 | 69,698 | 70,395 | 71,099 | 71,810 | 72,528 | 73,253 | 73,986 | 74,726 | 75,473 | 76,228 | 76,990 | 77,760 | 78,538 | 79,323 | 80,116 | 80,917 | 81,726 |
| F | 69,001 | 69,691 | 70,388 | 71,092 | 71,803 | 72,521 | 73,246 | 73,979 | 74,718 | 75,466 | 76,220 | 76,982 | 77,752 | 78,530 | 79,315 | 80,108 | 80,909 | 81,718 | 82,536 | 83,361 |
| G | 75,211 | 75,963 | 76,723 | 77,490 | 78,265 | 79,048 | 79,838 | 80,637 | 81,443 | 82,258 | 83,080 | 83,911 | 84,750 | 85,598 | 86,454 | 87,318 | 88,191 | 89,073 | 89,964 | 90,864 |
| H | 86,493 | 87,358 | 88,232 | 89,114 | 90,005 | 90,905 | 91,814 | 92,732 | 93,660 | 94,596 | 95,542 | 96,498 | 97,463 | 98,437 | 99,422 | 100,416 | 101,420 | 102,434 | 103,458 | 104,493 |
| I | 95,142 | 96,094 | 97,055 | 98,025 | 99,006 | 99,996 | 100,996 | 102,005 | 103,026 | 104,056 | 105,096 | 106,147 | 107,209 | 108,281 | 109,364 | 110,457 | 111,562 | 112,678 | 113,804 | 114,942 |
| J | 104,657 | 105,703 | 106,760 | 107,828 | 108,906 | 109,995 | 111,095 | 112,206 | 113,328 | 114,461 | 115,606 | 116,762 | 117,930 | 119,109 | 120,300 | 121,503 | 122,718 | 123,945 | 125,185 | 126,437 |
| K | 123,495 | 124,730 | 125,977 | 127,237 | 128,509 | 129,794 | 131,092 | 132,403 | 133,727 | 135,064 | 136,415 | 137,779 | 139,157 | 140,549 | 141,954 | 143,374 | 144,807 | 146,255 | 147,718 | 149,195 |
| L | 133,374 | 134,708 | 136,055 | 137,416 | 138,790 | 140,178 | 141,580 | 142,995 | 144,425 | 145,870 | 147,328 | 148,802 | 150,290 | 151,792 | 153,310 | 154,843 | 156,392 | 157,956 | 159,535 | 161,131 |
| M | 150,713 | 152,220 | 153,742 | 155,280 | 156,833 | 158,401 | 159,985 | 161,585 | 163,201 | 164,833 | 166,481 | 168,146 | 169,827 | 171,525 | 173,241 | 174,973 | 176,723 | 178,490 | 180,275 | 182,078 |
| N | 165,784 | 167,442 | 169,117 | 170,808 | 172,516 | 174,241 | 175,983 | 177,743 | 179,521 | 181,316 | 183,129 | 184,960 | 186,810 | 188,678 | 190,565 | 192,470 | 194,395 | 196,339 | 198,303 | 200,286 |
| O | 177,389 | 179,163 | 180,955 | 182,764 | 184,592 | 186,438 | 188,302 | 190,185 | 192,087 | 194,008 | 195,948 | 197,908 | 199,887 | 201,886 | 203,904 | 205,943 | 208,003 | 210,083 | 212,184 | 214,306 |
| P | 196,902 | 198,871 | 200,860 | 202,868 | 204,897 | 206,946 | 209,016 | 211,106 | 213,217 | 215,349 | 217,502 | 219,677 | 221,874 | 224,093 | 226,334 | 228,597 | 230,883 | 233,192 | 235,524 | 237,879 |
| Q | 216,592 | 218,758 | 220,946 | 223,155 | 225,387 | 227,641 | 229,917 | 232,216 | 234,538 | 236,884 | 239,253 | 241,645 | 244,062 | 246,502 | 248,967 | 251,457 | 253,971 | 256,511 | 259,076 | 261,667 |
| R | 231,754 | 234,071 | 236,412 | 238,776 | 241,164 | 243,575 | 246,011 | 248,471 | 250,956 | 253,466 | 256,000 | 258,560 | 261,146 | 263,757 | 266,395 | 269,059 | 271,749 | 274,467 | 277,212 | 279,984 |
| S | 254,929 | 257,478 | 260,053 | 262,654 | 265,280 | 267,933 | 270,612 | 273,318 | 276,052 | 278,812 | 281,600 | 284,416 | 287,260 | 290,133 | 293,034 | 295,965 | 298,924 | 301,914 | 304,933 | 307,982 |

CCU Regular Board Meeting, April 24, 2024 - GWA

25th Market Percentile
2022 Market Data

| PAY GRADE | Step 16 | | | | Step 17 | | | | Step 18 | | | | Step 19 | | | | Step 20 | | | |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| T | 275,323 | 278,077 | 280,857 | 283,666 | 286,503 | 289,368 | 292,261 | 295,184 | 298,136 | 301,117 | 304,128 | 307,170 | 310,241 | 313,344 | 316,477 | 319,642 | 322,838 | 326,067 | 329,327 | 332,621 |
| U | 316,622 | 319,788 | 322,986 | 326,216 | 329,478 | 332,773 | 336,101 | 339,462 | 342,856 | 346,285 | 349,748 | 353,245 | 356,778 | 360,345 | 363,949 | 367,588 | 371,264 | 374,977 | 378,727 | 382,514 |
| V | 364,115 | 367,756 | 371,434 | 375,148 | 378,900 | 382,689 | 386,516 | 390,381 | 394,285 | 398,227 | 402,210 | 406,232 | 410,294 | 414,397 | 418,541 | 422,726 | 426,954 | 431,223 | 435,536 | 439,891 |
| W | 400,527 | 404,532 | 408,577 | 412,663 | 416,790 | 420,958 | 425,167 | 429,419 | 433,713 | 438,050 | 442,431 | 446,855 | 451,324 | 455,837 | 460,395 | 464,999 | 469,649 | 474,346 | 479,089 | 483,880 |
| X | 440,579 | 444,985 | 449,435 | 453,929 | 458,469 | 463,053 | 467,684 | 472,361 | 477,084 | 481,855 | 486,674 | 491,541 | 496,456 | 501,420 | 506,435 | 511,499 | 516,614 | 521,780 | 526,998 | 532,268 |
| Y | 484,637 | 489,484 | 494,379 | 499,322 | 504,316 | 509,359 | 514,452 | 519,597 | 524,793 | 530,041 | 535,341 | 540,695 | 546,102 | 551,563 | 557,078 | 562,649 | 568,275 | 573,958 | 579,698 | 585,495 |
| Z | 533,101 | 538,432 | 543,816 | 549,255 | 554,747 | 560,295 | 565,898 | 571,557 | 577,272 | 583,045 | 588,875 | 594,764 | 600,712 | 606,719 | 612,786 | 618,914 | 625,103 | 631,354 | 637,668 | 644,044 |

APPENDIX A

25th Market Percentile
2022 Market Data

| | Step 1 | | | | Step 2 | | | | Step 3 | | | | Step 4 | | | | Step 5 | | | |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GRADE | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| A | 27,000 | 27,270 | 27,543 | 27,818 | 28,096 | 28,377 | 28,661 | 28,948 | 29,237 | 29,530 | 29,825 | 30,123 | 30,424 | 30,729 | 31,036 | 31,346 | 31,660 | 31,976 | 32,296 | 32,619 |
| B | 30,780 | 31,088 | 31,399 | 31,713 | 32,030 | 32,350 | 32,674 | 33,000 | 33,330 | 33,664 | 34,000 | 34,340 | 34,684 | 35,031 | 35,381 | 35,735 | 36,092 | 36,453 | 36,817 | 37,186 |
| C | 31,088 | 31,399 | 31,713 | 32,030 | 32,350 | 32,674 | 33,000 | 33,330 | 33,664 | 34,000 | 34,340 | 34,684 | 35,031 | 35,381 | 35,735 | 36,092 | 36,453 | 36,817 | 37,186 | 37,557 |
| D | 35,129 | 35,481 | 35,835 | 36,194 | 36,556 | 36,921 | 37,290 | 37,663 | 38,040 | 38,420 | 38,805 | 39,193 | 39,584 | 39,980 | 40,380 | 40,784 | 41,192 | 41,604 | 42,020 | 42,440 |
| E | 37,237 | 37,609 | 37,985 | 38,365 | 38,749 | 39,136 | 39,528 | 39,923 | 40,322 | 40,726 | 41,133 | 41,544 | 41,960 | 42,379 | 42,803 | 43,231 | 43,663 | 44,100 | 44,541 | 44,986 |
| F | 37,982 | 38,362 | 38,745 | 39,133 | 39,524 | 39,919 | 40,318 | 40,722 | 41,129 | 41,540 | 41,955 | 42,375 | 42,799 | 43,227 | 43,659 | 44,096 | 44,537 | 44,982 | 45,432 | 45,886 |
| G | 41,400 | 41,814 | 42,232 | 42,655 | 43,081 | 43,512 | 43,947 | 44,386 | 44,830 | 45,279 | 45,731 | 46,189 | 46,651 | 47,117 | 47,588 | 48,064 | 48,545 | 49,030 | 49,521 | 50,016 |
| H | 47,610 | 48,086 | 48,567 | 49,053 | 49,543 | 50,039 | 50,539 | 51,044 | 51,555 | 52,070 | 52,591 | 53,117 | 53,648 | 54,185 | 54,727 | 55,274 | 55,827 | 56,385 | 56,949 | 57,518 |
| I | 52,371 | 52,895 | 53,424 | 53,958 | 54,498 | 55,043 | 55,593 | 56,149 | 56,710 | 57,277 | 57,850 | 58,429 | 59,013 | 59,603 | 60,199 | 60,801 | 61,409 | 62,023 | 62,644 | 63,270 |
| J | 57,608 | 58,184 | 58,766 | 59,354 | 59,947 | 60,547 | 61,152 | 61,764 | 62,381 | 63,005 | 63,635 | 64,272 | 64,914 | 65,563 | 66,219 | 66,881 | 67,550 | 68,226 | 68,908 | 69,597 |
| K | 67,978 | 68,657 | 69,344 | 70,037 | 70,738 | 71,445 | 72,160 | 72,881 | 73,610 | 74,346 | 75,090 | 75,841 | 76,599 | 77,365 | 78,139 | 78,920 | 79,709 | 80,506 | 81,311 | 82,124 |
| L | 73,416 | 74,150 | 74,892 | 75,640 | 76,397 | 77,161 | 77,932 | 78,712 | 79,499 | 80,294 | 81,097 | 81,908 | 82,727 | 83,554 | 84,390 | 85,234 | 86,086 | 86,947 | 87,816 | 88,694 |
| M | 82,960 | 83,790 | 84,627 | 85,474 | 86,328 | 87,192 | 88,064 | 88,944 | 89,834 | 90,732 | 91,639 | 92,556 | 93,481 | 94,416 | 95,360 | 96,314 | 97,277 | 98,250 | 99,232 | 100,225 |
| N | 91,256 | 92,168 | 93,090 | 94,021 | 94,961 | 95,911 | 96,870 | 97,839 | 98,817 | 99,805 | 100,803 | 101,811 | 102,829 | 103,858 | 104,896 | 105,945 | 107,005 | 108,075 | 109,156 | 110,247 |
| O | 97,644 | 98,620 | 99,606 | 100,603 | 101,609 | 102,625 | 103,651 | 104,687 | 105,734 | 106,792 | 107,860 | 108,938 | 110,028 | 111,128 | 112,239 | 113,361 | 114,495 | 115,640 | 116,796 | 117,964 |
| P | 108,385 | 109,469 | 110,563 | 111,669 | 112,786 | 113,913 | 115,053 | 116,203 | 117,365 | 118,539 | 119,724 | 120,921 | 122,131 | 123,352 | 124,585 | 125,831 | 127,090 | 128,360 | 129,644 | 130,940 |
| Q | 119,223 | 120,415 | 121,620 | 122,836 | 124,064 | 125,305 | 126,558 | 127,823 | 129,102 | 130,393 | 131,697 | 133,013 | 134,344 | 135,687 | 137,044 | 138,414 | 139,798 | 141,196 | 142,608 | 144,035 |

25th Market Percentile
2022 Market Data

| | Step 1 | | | | Step 2 | | | | Step 3 | | | | Step 4 | | | | Step 5 | | | |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GRADE | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| R | 127,569 | 128,844 | 130,133 | 131,434 | 132,749 | 134,076 | 135,417 | 136,771 | 138,139 | 139,520 | 140,915 | 142,324 | 143,748 | 145,185 | 146,637 | 148,103 | 149,584 | 151,080 | 152,591 | 154,117 |
| S | 140,326 | 141,729 | 143,146 | 144,578 | 146,023 | 147,484 | 148,958 | 150,448 | 151,953 | 153,472 | 155,007 | 156,557 | 158,122 | 159,704 | 161,301 | 162,914 | 164,543 | 166,188 | 167,850 | 169,529 |
| T | 151,552 | 153,067 | 154,598 | 156,144 | 157,705 | 159,282 | 160,875 | 162,484 | 164,109 | 165,750 | 167,407 | 169,081 | 170,772 | 172,480 | 174,205 | 175,947 | 177,706 | 179,483 | 181,278 | 183,091 |
| U | 174,284 | 176,027 | 177,788 | 179,565 | 181,361 | 183,175 | 185,006 | 186,856 | 188,725 | 190,612 | 192,518 | 194,444 | 196,388 | 198,352 | 200,335 | 202,339 | 204,362 | 206,406 | 208,470 | 210,555 |
| V | 200,427 | 202,431 | 204,456 | 206,500 | 208,565 | 210,651 | 212,757 | 214,885 | 217,034 | 219,204 | 221,396 | 223,610 | 225,846 | 228,105 | 230,386 | 232,690 | 235,017 | 237,367 | 239,740 | 242,138 |
| W | 220,470 | 222,674 | 224,901 | 227,150 | 229,422 | 231,716 | 234,033 | 236,373 | 238,737 | 241,125 | 243,536 | 245,971 | 248,431 | 250,915 | 253,424 | 255,959 | 258,518 | 261,103 | 263,714 | 266,352 |
| X | 242,517 | 244,942 | 247,391 | 249,865 | 252,364 | 254,888 | 257,436 | 260,011 | 262,611 | 265,237 | 267,889 | 270,568 | 273,274 | 276,007 | 278,767 | 281,554 | 284,370 | 287,214 | 290,086 | 292,987 |
| Y | 266,768 | 269,436 | 272,130 | 274,852 | 277,600 | 280,376 | 283,180 | 286,012 | 288,872 | 291,761 | 294,678 | 297,625 | 300,601 | 303,607 | 306,643 | 309,710 | 312,807 | 315,935 | 319,094 | 322,285 |
| Z | 293,445 | 296,380 | 299,344 | 302,337 | 305,360 | 308,414 | 311,498 | 314,613 | 317,759 | 320,937 | 324,146 | 327,388 | 330,662 | 333,968 | 337,308 | 340,681 | 344,088 | 347,529 | 351,004 | 354,514 |

25th Market Percentile
2022 Market Data

| | Step 6 | | | | Step 7 | | | | Step 8 | | | | Step 9 | | | | Step 10 | | | |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GRADE | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| A | 32,945 | 33,275 | 33,607 | 33,943 | 34,283 | 34,626 | 34,972 | 35,322 | 35,675 | 36,032 | 36,392 | 36,756 | 37,123 | 37,495 | 37,870 | 38,248 | 38,631 | 39,017 | 39,407 | 39,801 |
| B | 37,557 | 37,933 | 38,312 | 38,695 | 39,082 | 39,473 | 39,868 | 40,267 | 40,669 | 41,076 | 41,487 | 41,902 | 42,321 | 42,744 | 43,171 | 43,603 | 44,039 | 44,479 | 44,924 | 45,373 |
| C | 37,933 | 38,312 | 38,695 | 39,082 | 39,473 | 39,868 | 40,267 | 40,669 | 41,076 | 41,487 | 41,902 | 42,321 | 42,744 | 43,171 | 43,603 | 44,039 | 44,479 | 44,924 | 45,373 | 45,827 |
| D | 42,864 | 43,293 | 43,726 | 44,163 | 44,605 | 45,051 | 45,501 | 45,956 | 46,416 | 46,880 | 47,349 | 47,822 | 48,301 | 48,784 | 49,271 | 49,764 | 50,262 | 50,764 | 51,272 | 51,785 |
| E | 45,436 | 45,891 | 46,349 | 46,813 | 47,281 | 47,754 | 48,231 | 48,714 | 49,201 | 49,693 | 50,190 | 50,692 | 51,199 | 51,711 | 52,228 | 52,750 | 53,277 | 53,810 | 54,348 | 54,892 |
| F | 46,345 | 46,808 | 47,276 | 47,749 | 48,227 | 48,709 | 49,196 | 49,688 | 50,185 | 50,687 | 51,194 | 51,706 | 52,223 | 52,745 | 53,272 | 53,805 | 54,343 | 54,886 | 55,435 | 55,990 |
| G | 50,516 | 51,021 | 51,531 | 52,047 | 52,567 | 53,093 | 53,624 | 54,160 | 54,702 | 55,249 | 55,801 | 56,359 | 56,923 | 57,492 | 58,067 | 58,647 | 59,234 | 59,826 | 60,425 | 61,029 |
| H | 58,093 | 58,674 | 59,261 | 59,854 | 60,452 | 61,057 | 61,667 | 62,284 | 62,907 | 63,536 | 64,171 | 64,813 | 65,461 | 66,116 | 66,777 | 67,445 | 68,119 | 68,800 | 69,488 | 70,183 |
| I | 63,903 | 64,542 | 65,187 | 65,839 | 66,497 | 67,162 | 67,834 | 68,512 | 69,197 | 69,889 | 70,588 | 71,294 | 72,007 | 72,727 | 73,454 | 74,189 | 74,931 | 75,680 | 76,437 | 77,201 |
| J | 70,293 | 70,996 | 71,706 | 72,423 | 73,147 | 73,879 | 74,617 | 75,364 | 76,117 | 76,878 | 77,647 | 78,424 | 79,208 | 80,000 | 80,800 | 81,608 | 82,424 | 83,248 | 84,081 | 84,922 |
| K | 82,946 | 83,775 | 84,613 | 85,459 | 86,314 | 87,177 | 88,048 | 88,929 | 89,818 | 90,716 | 91,624 | 92,540 | 93,465 | 94,400 | 95,344 | 96,297 | 97,260 | 98,233 | 99,215 | 100,207 |
| L | 89,581 | 90,477 | 91,382 | 92,296 | 93,219 | 94,151 | 95,092 | 96,043 | 97,004 | 97,974 | 98,953 | 99,943 | 100,942 | 101,952 | 102,971 | 104,001 | 105,041 | 106,092 | 107,152 | 108,224 |
| M | 101,227 | 102,239 | 103,262 | 104,294 | 105,337 | 106,390 | 107,454 | 108,529 | 109,614 | 110,710 | 111,817 | 112,936 | 114,065 | 115,206 | 116,358 | 117,521 | 118,696 | 119,883 | 121,082 | 122,293 |
| N | 111,350 | 112,463 | 113,588 | 114,724 | 115,871 | 117,030 | 118,200 | 119,382 | 120,576 | 121,781 | 122,999 | 124,229 | 125,471 | 126,726 | 127,993 | 129,273 | 130,566 | 131,872 | 133,191 | 134,522 |
| O | 119,144 | 120,335 | 121,539 | 122,754 | 123,982 | 125,222 | 126,474 | 127,739 | 129,016 | 130,306 | 131,609 | 132,925 | 134,254 | 135,597 | 136,953 | 138,323 | 139,706 | 141,103 | 142,514 | 143,939 |
| P | 132,250 | 133,572 | 134,908 | 136,257 | 137,620 | 138,996 | 140,386 | 141,790 | 143,208 | 144,640 | 146,086 | 147,547 | 149,022 | 150,513 | 152,018 | 153,538 | 155,073 | 156,624 | 158,190 | 159,772 |
| Q | 145,475 | 146,930 | 148,399 | 149,883 | 151,382 | 152,896 | 154,425 | 155,969 | 157,528 | 159,104 | 160,695 | 162,302 | 163,925 | 165,564 | 167,220 | 168,892 | 170,581 | 172,287 | 174,009 | 175,749 |

25th Market Percentile
2022 Market Data

| | Step 6 | | | | Step 7 | | | | Step 8 | | | | Step 9 | | | | Step 10 | | | |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GRADE | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| R | 155,658 | 157,215 | 158,787 | 160,375 | 161,978 | 163,598 | 165,234 | 166,887 | 168,555 | 170,241 | 171,943 | 173,663 | 175,399 | 177,153 | 178,925 | 180,714 | 182,521 | 184,347 | 186,190 | 188,052 |
| S | 171,224 | 172,936 | 174,666 | 176,412 | 178,176 | 179,958 | 181,758 | 183,575 | 185,411 | 187,265 | 189,138 | 191,029 | 192,939 | 194,869 | 196,817 | 198,786 | 200,774 | 202,781 | 204,809 | 206,857 |
| T | 184,922 | 186,771 | 188,639 | 190,525 | 192,430 | 194,355 | 196,298 | 198,261 | 200,244 | 202,246 | 204,269 | 206,311 | 208,375 | 210,458 | 212,563 | 214,689 | 216,835 | 219,004 | 221,194 | 223,406 |
| U | 212,660 | 214,787 | 216,935 | 219,104 | 221,295 | 223,508 | 225,743 | 228,000 | 230,280 | 232,583 | 234,909 | 237,258 | 239,631 | 242,027 | 244,447 | 246,892 | 249,361 | 251,854 | 254,373 | 256,917 |
| V | 244,559 | 247,005 | 249,475 | 251,970 | 254,489 | 257,034 | 259,604 | 262,200 | 264,822 | 267,471 | 270,145 | 272,847 | 275,575 | 278,331 | 281,114 | 283,926 | 286,765 | 289,632 | 292,529 | 295,454 |
| W | 269,015 | 271,705 | 274,422 | 277,166 | 279,938 | 282,738 | 285,565 | 288,421 | 291,305 | 294,218 | 297,160 | 300,132 | 303,133 | 306,164 | 309,226 | 312,318 | 315,441 | 318,596 | 321,782 | 324,999 |
| X | 295,917 | 298,876 | 301,864 | 304,883 | 307,932 | 311,011 | 314,121 | 317,263 | 320,435 | 323,640 | 326,876 | 330,145 | 333,446 | 336,781 | 340,148 | 343,550 | 346,985 | 350,455 | 353,960 | 357,499 |
| Y | 325,508 | 328,763 | 332,051 | 335,371 | 338,725 | 342,112 | 345,534 | 348,989 | 352,479 | 356,004 | 359,564 | 363,159 | 366,791 | 370,459 | 374,163 | 377,905 | 381,684 | 385,501 | 389,356 | 393,249 |
| Z | 358,059 | 361,640 | 365,256 | 368,909 | 372,598 | 376,324 | 380,087 | 383,888 | 387,727 | 391,604 | 395,520 | 399,475 | 403,470 | 407,505 | 411,580 | 415,695 | 419,852 | 424,051 | 428,291 | 432,574 |

25th Market Percentile
2022 Market Data

| | Step 11 | | | | Step 12 | | | | Step 13 | | | | Step 14 | | | | Step 15 | | | |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GRADE | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| A | 40,199 | 40,601 | 41,007 | 41,417 | 41,832 | 42,250 | 42,672 | 43,099 | 43,530 | 43,965 | 44,405 | 44,849 | 45,298 | 45,751 | 46,208 | 46,670 | 47,137 | 47,608 | 48,084 | 48,565 |
| B | 45,827 | 46,285 | 46,748 | 47,216 | 47,688 | 48,165 | 48,647 | 49,133 | 49,624 | 50,121 | 50,622 | 51,128 | 51,639 | 52,156 | 52,677 | 53,204 | 53,736 | 54,273 | 54,816 | 55,364 |
| C | 46,285 | 46,748 | 47,216 | 47,688 | 48,165 | 48,647 | 49,133 | 49,624 | 50,121 | 50,622 | 51,128 | 51,639 | 52,156 | 52,677 | 53,204 | 53,736 | 54,273 | 54,816 | 55,364 | 55,918 |
| D | 52,303 | 52,826 | 53,354 | 53,887 | 54,426 | 54,971 | 55,520 | 56,075 | 56,636 | 57,203 | 57,775 | 58,352 | 58,936 | 59,525 | 60,121 | 60,722 | 61,329 | 61,942 | 62,562 | 63,187 |
| E | 55,441 | 55,995 | 56,555 | 57,121 | 57,692 | 58,269 | 58,851 | 59,440 | 60,034 | 60,635 | 61,241 | 61,854 | 62,472 | 63,097 | 63,728 | 64,365 | 65,009 | 65,659 | 66,315 | 66,978 |
| F | 56,550 | 57,115 | 57,686 | 58,263 | 58,846 | 59,434 | 60,029 | 60,629 | 61,235 | 61,847 | 62,466 | 63,091 | 63,721 | 64,359 | 65,002 | 65,652 | 66,309 | 66,972 | 67,642 | 68,318 |
| G | 61,639 | 62,255 | 62,878 | 63,507 | 64,142 | 64,783 | 65,431 | 66,085 | 66,746 | 67,414 | 68,088 | 68,769 | 69,456 | 70,151 | 70,852 | 71,561 | 72,277 | 72,999 | 73,729 | 74,467 |
| H | 70,885 | 71,594 | 72,310 | 73,033 | 73,763 | 74,501 | 75,246 | 75,998 | 76,758 | 77,526 | 78,301 | 79,084 | 79,875 | 80,674 | 81,480 | 82,295 | 83,118 | 83,949 | 84,789 | 85,637 |
| I | 77,973 | 78,753 | 79,541 | 80,336 | 81,139 | 81,951 | 82,770 | 83,598 | 84,434 | 85,278 | 86,131 | 86,992 | 87,862 | 88,741 | 89,628 | 90,525 | 91,430 | 92,344 | 93,268 | 94,200 |
| J | 85,771 | 86,628 | 87,495 | 88,370 | 89,253 | 90,146 | 91,047 | 91,958 | 92,877 | 93,806 | 94,744 | 95,692 | 96,649 | 97,615 | 98,591 | 99,577 | 100,573 | 101,579 | 102,594 | 103,620 |
| K | 101,209 | 102,222 | 103,244 | 104,276 | 105,319 | 106,372 | 107,436 | 108,510 | 109,595 | 110,691 | 111,798 | 112,916 | 114,045 | 115,186 | 116,338 | 117,501 | 118,676 | 119,863 | 121,061 | 122,272 |
| L | 109,306 | 110,399 | 111,503 | 112,618 | 113,744 | 114,882 | 116,031 | 117,191 | 118,363 | 119,547 | 120,742 | 121,949 | 123,169 | 124,401 | 125,645 | 126,901 | 128,170 | 129,452 | 130,746 | 132,054 |
| M | 123,516 | 124,751 | 125,999 | 127,259 | 128,531 | 129,817 | 131,115 | 132,426 | 133,750 | 135,088 | 136,439 | 137,803 | 139,181 | 140,573 | 141,978 | 143,398 | 144,832 | 146,281 | 147,743 | 149,221 |
| N | 135,868 | 137,226 | 138,599 | 139,985 | 141,384 | 142,798 | 144,226 | 145,668 | 147,125 | 148,596 | 150,082 | 151,583 | 153,099 | 154,630 | 156,176 | 157,738 | 159,315 | 160,909 | 162,518 | 164,143 |
| O | 145,378 | 146,832 | 148,300 | 149,783 | 151,281 | 152,794 | 154,322 | 155,865 | 157,424 | 158,998 | 160,588 | 162,194 | 163,816 | 165,454 | 167,109 | 168,780 | 170,468 | 172,172 | 173,894 | 175,633 |
| P | 161,370 | 162,984 | 164,614 | 166,260 | 167,922 | 169,601 | 171,297 | 173,010 | 174,741 | 176,488 | 178,253 | 180,035 | 181,836 | 183,654 | 185,491 | 187,346 | 189,219 | 191,111 | 193,022 | 194,953 |
| Q | 177,507 | 179,282 | 181,075 | 182,886 | 184,714 | 186,562 | 188,427 | 190,312 | 192,215 | 194,137 | 196,078 | 198,039 | 200,019 | 202,020 | 204,040 | 206,080 | 208,141 | 210,222 | 212,325 | 214,448 |

25th Market Percentile
2022 Market Data

| | Step 11 | | | | Step 12 | | | | Step 13 | | | | Step 14 | | | | Step 15 | | | |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GRADE | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| R | 189,932 | 191,832 | 193,750 | 195,688 | 197,645 | 199,621 | 201,617 | 203,633 | 205,670 | 207,726 | 209,804 | 211,902 | 214,021 | 216,161 | 218,322 | 220,506 | 222,711 | 224,938 | 227,187 | 229,459 |
| S | 208,926 | 211,015 | 213,125 | 215,256 | 217,409 | 219,583 | 221,779 | 223,997 | 226,237 | 228,499 | 230,784 | 233,092 | 235,423 | 237,777 | 240,155 | 242,556 | 244,982 | 247,432 | 249,906 | 252,405 |
| T | 225,640 | 227,896 | 230,175 | 232,477 | 234,802 | 237,150 | 239,521 | 241,916 | 244,336 | 246,779 | 249,247 | 251,739 | 254,257 | 256,799 | 259,367 | 261,961 | 264,580 | 267,226 | 269,898 | 272,597 |
| U | 259,486 | 262,081 | 264,701 | 267,348 | 270,022 | 272,722 | 275,449 | 278,204 | 280,986 | 283,796 | 286,634 | 289,500 | 292,395 | 295,319 | 298,272 | 301,255 | 304,267 | 307,310 | 310,383 | 313,487 |
| V | 298,409 | 301,393 | 304,407 | 307,451 | 310,525 | 313,630 | 316,767 | 319,934 | 323,134 | 326,365 | 329,629 | 332,925 | 336,254 | 339,617 | 343,013 | 346,443 | 349,908 | 353,407 | 356,941 | 360,510 |
| W | 328,249 | 331,532 | 334,847 | 338,196 | 341,578 | 344,994 | 348,443 | 351,928 | 355,447 | 359,002 | 362,592 | 366,218 | 369,880 | 373,579 | 377,314 | 381,087 | 384,898 | 388,747 | 392,635 | 396,561 |
| X | 361,074 | 364,685 | 368,332 | 372,015 | 375,735 | 379,493 | 383,288 | 387,121 | 390,992 | 394,902 | 398,851 | 402,839 | 406,868 | 410,936 | 415,046 | 419,196 | 423,388 | 427,622 | 431,898 | 436,217 |
| Y | 397,182 | 401,154 | 405,165 | 409,217 | 413,309 | 417,442 | 421,617 | 425,833 | 430,091 | 434,392 | 438,736 | 443,123 | 447,554 | 452,030 | 456,550 | 461,116 | 465,727 | 470,384 | 475,088 | 479,839 |
| Z | 436,900 | 441,269 | 445,682 | 450,139 | 454,640 | 459,186 | 463,778 | 468,416 | 473,100 | 477,831 | 482,609 | 487,436 | 492,310 | 497,233 | 502,205 | 507,227 | 512,300 | 517,423 | 522,597 | 527,823 |

25th Market Percentile
2022 Market Data

| | Step 16 | | | | Step 17 | | | | Step 18 | | | | Step 19 | | | | Step 20 | | | |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GRADE | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| A | 49,051 | 49,541 | 50,037 | 50,537 | 51,042 | 51,553 | 52,068 | 52,589 | 53,115 | 53,646 | 54,183 | 54,724 | 55,272 | 55,824 | 56,383 | 56,946 | 57,516 | 58,091 | 58,672 | 59,259 |
| B | 55,918 | 56,477 | 57,042 | 57,612 | 58,188 | 58,770 | 59,358 | 59,952 | 60,551 | 61,157 | 61,768 | 62,386 | 63,010 | 63,640 | 64,276 | 64,919 | 65,568 | 66,224 | 66,886 | 67,555 |
| C | 56,477 | 57,042 | 57,612 | 58,188 | 58,770 | 59,358 | 59,952 | 60,551 | 61,157 | 61,768 | 62,386 | 63,010 | 63,640 | 64,276 | 64,919 | 65,568 | 66,224 | 66,886 | 67,555 | 68,230 |
| D | 63,819 | 64,457 | 65,102 | 65,753 | 66,410 | 67,075 | 67,745 | 68,423 | 69,107 | 69,798 | 70,496 | 71,201 | 71,913 | 72,632 | 73,358 | 74,092 | 74,833 | 75,581 | 76,337 | 77,100 |
| E | 67,648 | 68,325 | 69,008 | 69,698 | 70,395 | 71,099 | 71,810 | 72,528 | 73,253 | 73,986 | 74,726 | 75,473 | 76,228 | 76,990 | 77,760 | 78,538 | 79,323 | 80,116 | 80,917 | 81,726 |
| F | 69,001 | 69,691 | 70,388 | 71,092 | 71,803 | 72,521 | 73,246 | 73,979 | 74,718 | 75,466 | 76,220 | 76,982 | 77,752 | 78,530 | 79,315 | 80,108 | 80,909 | 81,718 | 82,536 | 83,361 |
| G | 75,211 | 75,963 | 76,723 | 77,490 | 78,265 | 79,048 | 79,838 | 80,637 | 81,443 | 82,258 | 83,080 | 83,911 | 84,750 | 85,598 | 86,454 | 87,318 | 88,191 | 89,073 | 89,964 | 90,864 |
| H | 86,493 | 87,358 | 88,232 | 89,114 | 90,005 | 90,905 | 91,814 | 92,732 | 93,660 | 94,596 | 95,542 | 96,498 | 97,463 | 98,437 | 99,422 | 100,416 | 101,420 | 102,434 | 103,458 | 104,493 |
| I | 95,142 | 96,094 | 97,055 | 98,025 | 99,006 | 99,996 | 100,996 | 102,005 | 103,026 | 104,056 | 105,096 | 106,147 | 107,209 | 108,281 | 109,364 | 110,457 | 111,562 | 112,678 | 113,804 | 114,942 |
| J | 104,657 | 105,703 | 106,760 | 107,828 | 108,906 | 109,995 | 111,095 | 112,206 | 113,328 | 114,461 | 115,606 | 116,762 | 117,930 | 119,109 | 120,300 | 121,503 | 122,718 | 123,945 | 125,185 | 126,437 |
| K | 123,495 | 124,730 | 125,977 | 127,237 | 128,509 | 129,794 | 131,092 | 132,403 | 133,727 | 135,064 | 136,415 | 137,779 | 139,157 | 140,549 | 141,954 | 143,374 | 144,807 | 146,255 | 147,718 | 149,195 |
| L | 133,374 | 134,708 | 136,055 | 137,416 | 138,790 | 140,178 | 141,580 | 142,995 | 144,425 | 145,870 | 147,328 | 148,802 | 150,290 | 151,792 | 153,310 | 154,843 | 156,392 | 157,956 | 159,535 | 161,131 |
| M | 150,713 | 152,220 | 153,742 | 155,280 | 156,833 | 158,401 | 159,985 | 161,585 | 163,201 | 164,833 | 166,481 | 168,146 | 169,827 | 171,525 | 173,241 | 174,973 | 176,723 | 178,490 | 180,275 | 182,078 |
| N | 165,784 | 167,442 | 169,117 | 170,808 | 172,516 | 174,241 | 175,983 | 177,743 | 179,521 | 181,316 | 183,129 | 184,960 | 186,810 | 188,678 | 190,565 | 192,470 | 194,395 | 196,339 | 198,303 | 200,286 |
| O | 177,389 | 179,163 | 180,955 | 182,764 | 184,592 | 186,438 | 188,302 | 190,185 | 192,087 | 194,008 | 195,948 | 197,908 | 199,887 | 201,886 | 203,904 | 205,943 | 208,003 | 210,083 | 212,184 | 214,306 |
| P | 196,902 | 198,871 | 200,860 | 202,868 | 204,897 | 206,946 | 209,016 | 211,106 | 213,217 | 215,349 | 217,502 | 219,677 | 221,874 | 224,093 | 226,334 | 228,597 | 230,883 | 233,192 | 235,524 | 237,879 |
| Q | 216,592 | 218,758 | 220,946 | 223,155 | 225,387 | 227,641 | 229,917 | 232,216 | 234,538 | 236,884 | 239,253 | 241,645 | 244,062 | 246,502 | 248,967 | 251,457 | 253,971 | 256,511 | 259,076 | 261,667 |

25th Market Percentile
2022 Market Data

| | Step 16 | | | | Step 17 | | | | Step 18 | | | | Step 19 | | | | Step 20 | | | |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GRADE | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D | A | B | C | D |
| R | 231,754 | 234,071 | 236,412 | 238,776 | 241,164 | 243,575 | 246,011 | 248,471 | 250,956 | 253,466 | 256,000 | 258,560 | 261,146 | 263,757 | 266,395 | 269,059 | 271,749 | 274,467 | 277,212 | 279,984 |
| S | 254,929 | 257,478 | 260,053 | 262,654 | 265,280 | 267,933 | 270,612 | 273,318 | 276,052 | 278,812 | 281,600 | 284,416 | 287,260 | 290,133 | 293,034 | 295,965 | 298,924 | 301,914 | 304,933 | 307,982 |
| T | 275,323 | 278,077 | 280,857 | 283,666 | 286,503 | 289,368 | 292,261 | 295,184 | 298,136 | 301,117 | 304,128 | 307,170 | 310,241 | 313,344 | 316,477 | 319,642 | 322,838 | 326,067 | 329,327 | 332,621 |
| U | 316,622 | 319,788 | 322,986 | 326,216 | 329,478 | 332,773 | 336,101 | 339,462 | 342,856 | 346,285 | 349,748 | 353,245 | 356,778 | 360,345 | 363,949 | 367,588 | 371,264 | 374,977 | 378,727 | 382,514 |
| V | 364,115 | 367,756 | 371,434 | 375,148 | 378,900 | 382,689 | 386,516 | 390,381 | 394,285 | 398,227 | 402,210 | 406,232 | 410,294 | 414,397 | 418,541 | 422,726 | 426,954 | 431,223 | 435,536 | 439,891 |
| W | 400,527 | 404,532 | 408,577 | 412,663 | 416,790 | 420,958 | 425,167 | 429,419 | 433,713 | 438,050 | 442,431 | 446,855 | 451,324 | 455,837 | 460,395 | 464,999 | 469,649 | 474,346 | 479,089 | 483,880 |
| X | 440,579 | 444,985 | 449,435 | 453,929 | 458,469 | 463,053 | 467,684 | 472,361 | 477,084 | 481,855 | 486,674 | 491,541 | 496,456 | 501,420 | 506,435 | 511,499 | 516,614 | 521,780 | 526,998 | 532,268 |
| Y | 484,637 | 489,484 | 494,379 | 499,322 | 504,316 | 509,359 | 514,452 | 519,597 | 524,793 | 530,041 | 535,341 | 540,695 | 546,102 | 551,563 | 557,078 | 562,649 | 568,275 | 573,958 | 579,698 | 585,495 |
| Z | 533,101 | 538,432 | 543,816 | 549,255 | 554,747 | 560,295 | 565,898 | 571,557 | 577,272 | 583,045 | 588,875 | 594,764 | 600,712 | 606,719 | 612,786 | 618,914 | 625,103 | 631,354 | 637,668 | 644,044 |



Issues for Decision

Resolution No. 15-FY2024

Relative to Approval of the Fats, Oil, and Grease Receiving Station Design Services Contract, GWA Project No. 22302

What is the project’s objective and is it necessary and urgent?

GWA completed an upgrade and expansion of the Northern District Wastewater Treatment Plant (NDWWTP) from primary to secondary treatment in 2022, which included the installation of a new septage receiving station and an autothermal thermophilic aerobic digestion (ATAD) system with the capability to treat and process Fat Oil and Grease (FOG). The intent of this project is to provide improvements at the NDWWTP consisting of a new FOG Receiving Station to treat and process the FOG through the ATAD system, electrical hardening of the solids treatment system, a backup generator for the solids treatment system, decanting for the aerated sludge basin, and pilot testing to improve polymer usage efficiency.

Although FOG discharge to the public sewer system is prohibited to prevent buildup and potential overflows, it persistently remains in the waste stream influent. Currently, Guam has no proper means of processing FOG. The FOG Receiving station comprises of a receiving system, holding tank with pump system, and heating systems needed to transfer the FOG.

A new emergency generator system for the FOG receiving station is needed to support the ATAD and the solids treatment. The ATAD system is a biological reactor and when the system loses power for an extended period (as it did due to Typhoon Mawar), bacterial growth has to be recultivated to meet operational conditions.

Where is the project located?

The NDWWTP is in Dededo, Guam. The FOG receiving station and FOG treatment will be at NDWWTP.

How much will it cost?

GWA Management seeks CCU approval of DCA’s Scope and Fee Proposal for Design Services, for a total of One Million Four Hundred Thirty Thousand Five Hundred Twenty-Seven Dollars and Seventy-Two Cents (\$1,430,527.72), plus a five percent (5%) contingency of Seventy-One Thousand Five Hundred Twenty-Six Dollars and Thirty-Nine Cents (\$71,526.39), to bring the total authorized funding amount to One Million Five Hundred Two Thousand Fifty-Four Dollars and Eleven Cents (\$1,502,054.11).

| | |
|-------------------|----------------|
| Contract Amount: | \$1,430,527.72 |
| Contingency (5%): | \$71,526.39 |

Total Authorized Amount: \$1,502,054.11

When will it be completed?

The anticipated design will be completed end of 2024, and construction procurement will begin upon completion of the design.

What is the funding source?

United States Environmental Protection Agency grants

The RFP/BID responses (if applicable): NA



Northern District WWTP FOG Receiving Station



CONSOLIDATED COMMISSION ON UTILITIES
Guam Power Authority | Guam Waterworks Authority
P.O. Box 2977 Hagatna, Guam 96932 | (671)649-3002 | guamccu.org

GWA RESOLUTION NO. 15-FY2024

**RELATIVE TO APPROVAL OF THE FATS, OIL, AND GREASE RECEIVING
STATION DESIGN SERVICES CONTRACT**

WHEREAS, under 12 G.C.A. § 14105, the Consolidated Commission on Utilities (“CCU”) has plenary authority over financial, contractual, and policy matters relative to the Guam Waterworks Authority (“GWA”); and

WHEREAS the Guam Waterworks Authority (“GWA”) is a Guam Public Corporation established and existing under the laws of Guam; and

WHEREAS GWA completed an upgrade and expansion of the Northern District Wastewater Treatment Plant (NDWWTP) from primary to secondary treatment in 2022, which included the installation of a new septage receiving station and an autothermal thermophilic aerobic digestion (ATAD) system with the capability to treat and process Fat Oil and Grease (FOG); and

WHEREAS, although FOG discharge to the public sewer system is prohibited to prevent buildup and potential overflows, it persistently remains in the waste stream influent. Currently, Guam has no proper means of processing FOG; and

WHEREAS the NDWWTP with the construction of the ATAD system was designed with future provision for FOG treatment; and

WHEREAS, to treat and process the FOG through the ATAD system, a new FOG receiving station is required with an emergency generator system. The FOG Receiving station comprises of a receiving system, holding tank with pump system, and heating systems needed to transfer the FOG. The ATAD system is a biological reactor, when the system loses power for an extended period, bacterial growth must be recultivated to achieve operation conditions; and

1 **WHEREAS** related upgrades such as electrical hardening of the solids treatment system,
2 a backup generator for the solids treatment system, decanting for the aerated sludge basin, and
3 pilot testing to improve polymer usage efficiency are needed to add resiliency to the FOG
4 treatment and solids handling process and harden the solids treatment system to withstand
5 natural disasters like typhoons; and

6
7 **WHEREAS** these enhancements for the FOG treatment and solids treatment system
8 would ensure the proper processing of FOG, including maintaining continuous operation of the
9 ATAD system and solids treatment system during unforeseen storm events and electrical
10 outages, as well as greatly improve operability; and

11
12 **WHEREAS** GWA advertised the Request for Proposal (RFP-05-ENG-2023) soliciting
13 a statement of qualification from experience and qualified engineering firms to provide
14 engineering design services for the FOG Receiving Station Design Services project; and

15
16 **WHEREAS**, Request for Proposal (RFP) packages were downloaded by multiple
17 interested parties, from which GWA received a proposal submittal from one (1) engineering firm
18 before the RFP submittal deadline of June 28, 2023; and

19
20 **WHEREAS** the GWA Selection Committee reviewed and evaluated the submitted
21 proposal, and submitted an Evaluation Summary (see Exhibit A – Evaluation Summary),
22 indicating Duenas, Camacho & Associates, Inc. (DCA) as the highest ranked qualified firm; and

23
24 **WHEREAS**, the GWA Selection Committee submitted for the General Manager’s
25 (GM) determination of selection, the ranking of firms evaluated from which GWA could begin
26 scope and fee negotiations with the selected firm (see Exhibit B – GM Determination); and

27
28 **WHEREAS**, after selection, GWA Engineering negotiated with DCA on the Scope and
29 Fee Proposal (see Exhibit C – Scope and Fee Proposal) for the Fats, Oil, and Grease Receiving
30 Station Design Services, for a total of One Million Four Hundred Thirty Thousand Five Hundred
31 Twenty-Seven Dollars and Seventy-Two Cents (\$1,430,527.72); and

1 **WHEREAS** GWA Management seeks CCU approval of DCA’s Scope and Fee
2 Proposal for Design Services, for a total of One Million Four Hundred Thirty Thousand Five
3 Hundred Twenty-Seven Dollars and Seventy-Two Cents (\$1,430,527.72), plus a five percent
4 (5%) contingency of Seventy-One Thousand Five Hundred Twenty-Six Dollars and Thirty-Nine
5 Cents (\$71,526.39), to bring the total authorized funding amount to One Million Five Hundred
6 Two Thousand Fifty-Four Dollars and Eleven Cents (\$1,502,054.11); and
7

8 **WHEREAS** funding for this project will be from United States Environmental
9 Protection Agency (USEPA) grants; and
10

11 **NOW BE IT THEREFORE RESOLVED;** the Consolidated Commission on Utilities
12 does hereby approve the following:

- 13 1. The recitals set forth above hereby constitute the findings of the CCU.
- 14 2. The CCU finds that the terms of the Scope and Fee Proposal as described in
15 Exhibit C are fair and reasonable.
- 16 3. The CCU hereby authorizes GWA Management to accept the Scope and Fee
17 Proposal from DCA in the amount of One Million Four Hundred Thirty
18 Thousand Five Hundred Twenty-Seven Dollars and Seventy-Two Cents
19 (\$1,430,527.72).
- 20 4. The CCU hereby further approves the funding total of One Million Four
21 Hundred Thirty Thousand Five Hundred Twenty-Seven Dollars and Seventy-
22 Two Cents (\$1,430,527.72), plus a five percent (5%) contingency of Seventy-
23 One Thousand Five Hundred Twenty-Six Dollars and Thirty-Nine Cents
24 (\$71,526.39), to bring the total authorized funding amount to One Million
25 Five Hundred Two Thousand Fifty-Four Dollars and Eleven Cents
26 (\$1,502,054.11).
- 27 5. The CCU hereby further approves funding for this project to be from USEPA
28 grant funds.
29

30 **RESOLVED,** that the Chairman certified, and the Board Secretary attests to the adoption
31 of this Resolution.

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DULY AND REGULARLY ADOPTED, this 24th day of April 2024.

Certified by:

Attested by:

JOSEPH T. DUENAS

PEDRO ROY MARTINEZ

Chairperson

Secretary

SECRETARY’S CERTIFICATE

I, Pedro Roy Martinez, Board Secretary of the Consolidated Commission on Utilities as evidenced by my signature above do hereby certify as follows:

The foregoing is a full, true and accurate copy of the resolution duly adopted at a regular meeting by the members of the Guam Consolidated Commission on Utilities, duly and legally held at a place properly noticed and advertised at which meeting a quorum was present and the members who were present voted as follows:

AYES: _____

NAYS: _____

ABSENT: _____

ABSTAIN: _____

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EXHIBIT A



July 27, 2023

To: Jeanet Babauta Owens, P.E.
Assistant General Manager, Engineering

From: Josephine E. Smith, PMBA
Chairperson, Consultant Selection Board

Subject: RFP-05-ENG-2023
Fats, Oil, and Grease Receiving Station Design Services
GWA Project No. 22302

The following information is intended to document the evaluation process undertaken for the referenced solicitation:


| EVALUATION COMMITTEE MEMBERS | |
|------------------------------|---------------------------------------|
| Name | Title |
| George J. Watson | Senior Engineer |
| Gerald N. Gattoc | Associate Engineer |
| Rylma Nida A. Carino | Junior Engineer |
| Ignacio T. Reyes | Water-Sewer Maintenance Worker Leader |

| Offerors | Evaluation Score | | | | Total | Rank |
|---------------------------------------|------------------|----|----|----|-------|------|
| 1. Dueñas, Camacho & Associates, Inc. | 90 | 98 | 93 | 83 | 364 | 1 |

Scores were evaluated based on the sum of individual scores. The recommendation of the Evaluation Committee is shown in the ranking above.

For your review and approval. Notification letters will be issued thereafter.

Approved by:



Jeanet Babauta Owens, P.E.

EXHIBIT B



GUAM WATERWORKS AUTHORITY

Gloria B. Nelson Public Service Building 688 Route 15 Mangilao, Guam 96913

MEMORANDUM

To: Miguel C. Bordallo, P.E.
General Manager

From: Jeanet Babauta Owens, P.E. *J. Owens*
Assistant General Manager, Engineering

Subject: RFP-05-ENG-2023
Fats, Oil, and Grease Receiving Station Design Services
GWA Project No. 22302

Date: August 3, 2023

The Selection Committee has completed all necessary actions for selecting the most qualified consultant for the referenced solicitation. The proposal was reviewed and scored according to the conditions established in the solicitation. The Evaluation Summary is attached for your information.

The committee recommends the top firm for the project:

1. Dueñas, Camacho & Associates, Inc.

Concurred:

Vincent E. Guerrero

Vincent E. Guerrero
Supply Management Administrator

8/4/23

Date

GENERAL MANAGER'S DETERMINATION

Consultant Firm Selected:

Duenas Camacho & Ass.

Remarks:

Miguel C. Bordallo

Miguel C. Bordallo, P.E.
General Manager

2023.8.4

Date

SCOPE OF WORK (April 8, 2024)
FATS, OIL, AND GREASE RECEIVING STATION DESIGN SERVICES

1. INTRODUCTION

The purpose of this project is to complete a design of a Fats, Oil, and Grease (FOG) receiving station to be located at the Northern District Wastewater Treatment Plant (NDWWTP). A FOG treatment facility is needed to support GWA's FOG program, to prevent FOG discharge into the wastewater collection system. Over the past few years, GWA has worked to rehabilitate and upgrade our wastewater treatment plants, with three major upgrades at the Agat-Santa Rita, Umatac-Merizo, and Northern District Wastewater Treatment Plants. The Agat-Santa Rita and Northern District Wastewater Treatment plants included an upgrade from primary to secondary treatment. During the upgrade of the NDWWTP, a new septage receiving station was added to allow GWA to properly receive and treat septage from utility customers, but this station is unable to properly receive FOG. GWA needs a way to properly receive FOG so that it can be treated at the NDWWTP.

The Intent of this project is to provide improvements at the NDWWTP consisting of a FOG Receiving Station, decanting for the aerated sludge basin, and stand-by power, identified during discussions with GWA and described below.

Currently, the entire island has no proper means to process FOG. The new NDWWTP was designed with a future provision for FOG treatment. This provision included the construction of the ATAD system with its capability to treat FOG. When operating, the existing ATAD system will be able to receive FOG at a rate between 5-10% of its processing capacity. This will greatly help the island and GWA sewer collection system.

To process FOG through the ATAD system a new receiving station will be needed. This station is expected to include a receiving system, holding tank and pump system, and heating systems needed to transfer FOG. Related upgrades that will enhance the FOG treatment process include improved solids handling/thickening and improved dewatering have been provided as part of this scope.

The NDWWTP was commissioned in 2022 and has been in operation for 2 years. The plant has been meeting permit limits and operating as designed. During these two years, operators have been able to familiarize themselves with the new treatment plant technologies and Guam has experienced its first significant Typhoon in over 20 years. Feedback from GWA operations and engineering has called attention to the following:

A. Complete FOG Receiving System:

The newly commissioned NDWWTP was designed to accommodate FOG withing the ATAD solids processing system. To properly receive FOG the following upgrades will be designed for:

- New receiving system. This system is expected to be the same or equal to the existing septage receiving station.
- New concrete pad and holding tank. A new concrete pad and coated steel holding tank will be designed for. Consideration will be given to completely enclose the new FOG system.

- Site piping. New site piping and interconnection to the existing ATAD system will be designed for.
- Power and control needs. Permanent and standby power will be provided for in the design. In addition, the control system will be integrated into the existing SCADA system.

The anticipated location for this new FOG systems is provided below. This location will be confirmed by GWA engineering and operations during the preliminary stage of the design.



New FOG Location

An operating ATAD system is needed to assure proper processing of the FOG product. Interviews with GWA engineering and operations have yielded the following needs that will be provided for in this scope.

1. Assessment of the power supply to the existing ATAD mixing and transfer pumps. This will be done by installing a power meter upstream of the main power supply to the ATAD system for a period of no less than two weeks. Results of this monitoring will be analyzed by a professional electrical engineer and provided to GWA in a technical memorandum.

2. In order to properly meter the incoming power repair or replacement of the transfer and mixing pumps will be needed. The design team can provide for the repair of the of existing pumps should GWA require this. This effort does not include the cost of the repair at this time.
3. Review and recommendations to the ATAD cooling system. An essential part of the ATAD system is the cooling system. This system was supplied by the ATAD manufacturer. While it is currently able to provide the cooling needs, there is no redundancy to these recirculating cooling pumps. A shelved spare pump has been offered by the manufacturer, but this will require GWA operators to replace the pump in times of need. A preferred option is to have the design team resize these pumps to provide greater flow allowing for 1-duty and 1-stand-by pump thus providing redundancy. This will provide redundancy the ATAD system that treats for FOG. There is the opportunity for rejecting the heat from the ATAD system. The designed team will evaluate and provided for the design of a heat rejection system that ties to the FOG system.

B. Aerated Sludge Basin Decanter:

The new sludge aeration basin was designed to accommodate and temporarily store peaks and weekend loading of waste activated sludge. Thickening of this sludge is accomplished by the use of gravity belt thickeners. Over the last two years operators have found it to be advantageous to use this basin as an interim settling/thickening tank rather than the intended holding tank. This operational modification has been done using the emergency overflow weir and a portable “trash” pump to remove clarified liquid from this holding tank. The removed liquid is sent directly to the existing side stream pump station.

This operational modification has been working effectively now for over one year and has improved solids processing within the ATAD and thickening systems. It is the intent of this scope to provide for a permeant means to decant this liquid rather than using the overflow weir and trash pump.

At the request of GWA, project team personnel will run a series of jar test at the NDWWTP laboratory. These jar test will include locally available polymer and coagulates as well as polymer and coagulates supplied by local chemical suppliers. Sludge samples will be mixed with these chemicals to ascertain potential improvements to sludge and FOG handling.

~~A. Dewatering system upgrades:~~

Removed from scope at this time.

~~During the design of the new NDWWTP, engineers relied on US mainland and local experience to design the solids handling processes. The main process in this system is the ATAD system, which~~

is new to Guam and is key in FOG handling. Part of this ATAD system is advanced treatment of sludge resulting in a uniquely processed solid. Another key part of the solids process is the centrifuge dewatering system. Centrifuges were chosen as the dewatering process largely due to current operators' familiarity. Two of GWA's WWTPs use this centrifuge technology and rely on locally available polymer to aid in the dewatering process. Engineers used this experience and coordination with mainland vendors to determine the best available approach to dewatering.

During commissioning of the NDWWTP it was observed that the solids capture of the centrifuge was not optimal. Currently a review of differing polymer types is ongoing by GWA operations. To aid in the improvement of solids capture, a pilot trial using the coagulant ACM (Metal salt) together with polymer is proposed. Jar testing of locally available ACH and polymer was performed during ATAD startup, and it was observed to be effective. If confirmed to be effective, this will improve solids dewatering and processing. The new coagulant feed system will be able to serve the dewatering and ATAD systems.

Coordination with the ATAD manufacturer suggested that a new coagulate feed system upstream of the ATAD will optimize solids handling within the ATAD system.

B.—EQ storage system:

Removed from scope at this time.

In late 2022 the power was cut to the on-site main sewer pump station (Route 3 pump station). During this emergency condition operators used the dormant clarifier to store the NDWWTP influent while repairs were underway at the Route 3 pump station. Subsequent site visits and interviews with plant operators revealed an interest in having additional EQ capacity for not only raw plant influent but for sludge. The dormant clarifier is favorably located adjacent to the Route 3 pump station and the activated sludge holding tanks.

Simple modification(s) to the current conditions (piping and structures) may be made to repurpose the dormant clarifier so that it may serve as a proper EQ tank for raw effluent and potentially sludge. This EQ tank will also provide resiliency during storm events.

C.—Electrical hardening:

Removed from scope at this time.

Typhoon Mawar (mid-2023) highlighted the need for island wide power hardening. Advanced control and monitoring systems are vulnerable to power spikes and surges. Standard engineering practices work well for typical electrical systems, but sensitive controls would benefit from advance system protection. Electrical hardening (power conditioning and lightning protection) for these systems will provide increased reliability during large power fluctuation events. The

~~main power line will be intercepted at the site entrance for power conditioning. Lightning protection will be provided in accordance with industry standards.~~

D. Solids Process Stand-by Power:

Construction cost for the new NDWWTP was capped. To stay within this cap, during planning and design, engineers focused on providing stand-by power to only the most critical of power needs. This was determined to be the liquid treatment system. Thus, the solids process was not provided with stand-by power. During the times of power outages, the power purveyor typically requests large power users to use stand-by power to have enough power supply to the public. This results in prolonged (generally greater than one week) downtime of the solids process.

Stand-by power to the NDWWTP solids process area, inclusive of the ATAD and FOG systems, will provide redundancy and improved operations during power outage to power shortage events. The main power line will be intercepted at the site entrance for stand-by power.

The anticipated location for this new standby generator is provided below. If requested the project team can evaluate and design for the relocation of the removed existing steel building This location will be confirmed by GWA engineering and operations during the preliminary stage of the design.



Proposed new Generator Building location

E.—Review and update ATAD Cooling system:

Relocated to item A above.

An essential part of the ATAD system is the cooling system. This system was supplied by the ATAD manufacturer. While it is currently able to provide the cooling needs, there is no redundancy to these recirculating cooling pumps. A shelved spare pump has been offered by the manufacturer, but this will require GWA operators to replace the pump in times of need. A preferred option is to have the design team resize these pumps to provide greater flow allowing for 1 duty and 1 stand-by pump thus providing redundancy. This will provide redundancy the ATAD system that treats for FOG

~~F. Evaluate site for typhoon resiliency:~~

Removed from scope at this time.

- ~~1. Overall site investigation for typhoon resiliency~~
- ~~2. Extend the plant water system to the solids processing area.~~
- ~~3. The gravity belt thickeners (GBTs) were damaged during Typhoon Mawar. Storm Protection doors will be added to the GBT building.~~

SCOPE OF SERVICES

The Design Consultant shall comply with the Guam Board of Registration for Professional Engineers, Architects and Land Surveyors ("PEALS") Law and related laws. Additionally, Design Consultant shall provide professional engineering design services consistent with expert qualifications and experience in structural engineering

The scope of consultant services anticipated for this project includes land surveying and archeological investigation, and geotechnical, civil, structural, mechanical, electrical, and instrumentation engineering analysis and design. Contract design drawings shall be completed in Revit and AutoCAD 2024, and be able to translate into an ESRI GIS mapping format. Site investigation is necessary to assess the existing water infrastructure, including water lines and active water wells, and nearby gravity sewer lines and manholes, and related structures and components to achieve high quality design solutions and alternatives.

Due to budgetary constraints, the drawings will be completed such that each component of the project can be constructed separate from the other components. However, it should be noted that there may be circumstances that will not allow each component to completely stand-alone such as back-up generator and building size and slab conduit penetrations necessary for each component.

Development, submittal, and review with GWA of a design development report (DDR) will be included in the design services. A complete design of the project will be provided with conceptual, 30%, 60%, and 90% design review with GWA. Cost estimates will be provided at each design milestone. Construction drawings will be provided for bidding a complete project with deductive alternates to meet budgetary constraints.

The scope of services includes the following areas of work:

- A. Evaluate site conditions at the NDWWTP:
 1. Conduct a field investigation and site inspection to determine the optimal locations for a new FOG receiving station and associated equipment and piping.
 2. Review record drawings, site studies, flow data, and reports/studies to identify potential issues and requirements.

3. Review and identify backup power needs.
 4. Review any water system needs for process and treatment.
 5. Review solids process and conduct activities to determine optimization needs.
 6. Interview GWA staff regarding needs, issues, and requested equipment/operation changes for upgrades.
 7. Assess existing facility infrastructure related to this project.
- B. Complete FOG Receiving Station Design:
1. Review information from site evaluation and record drawings and make recommendation on design.
 2. Conduct a design criteria workshop to develop needs, discuss equipment, and review O&M considerations for station design. The Septage Receiving Station will be the basis of conceptual design for the FOG Receiving Station. The FOG receiving Station will be above ground with transfer pumps and tanks. The grinders, pumps, and control system will be the same as the Septage Receiving Station ("Beast" equipment) to accommodate spare parts, O&M, and hauler considerations.
 3. Design will include demolition of the old septage receiving station, connection of station piping to the ATAD, and odor control. The septage receiving station will be housed in a building for protection from adverse weather conditions.
 4. Review options for improved cooling of ATAD systems.
- C. Review the new aeration basin as-built drawings and shop drawings and design a floating decanter for the new aeration basin.
1. Coordinate with the basin aeration system manufacturer for decanter support(s).
 2. The decanter discharge piping will connect to the aeration basin drain line to minimize yard piping needs and disruption to adjacent processes.
 3. Evaluation of various polymer and coagulates will be done as part of this scope.
- D. ~~Dewatering system upgrades:~~
1. ~~Perform a series of jar testing on available polymer, recommended polymers and coagulants. Various sludge options will be jar tested. DCA together with input from GWA will determine the sludge and polymer mix. Jar testing will take place at GWA's NDWWTP lab. DCA personnel will perform the jar testing and secure the sludge, polymer and coagulant.~~
 2. ~~Assist GWA with the pilot testing of ACM coagulate and polymer system for possible upgrade using findings from item 1 above. Alfa Laval will provide recommendations for the polymer.~~
 3. ~~Provide recommendations for coagulant and polymer system improvements to feed both the ATAD and Dewatering systems~~
 4. ~~If the recommendations are accepted by GWA, prepare construction documents.~~
- E. ~~EQ storage system:~~
1. ~~Investigate options for extended aerated sludge holding tank EQ~~
 2. ~~Review renovation of the abandoned clarifier for use as an EQ tank. The clarifier size and conduct analysis for additional wall height to increase the volume.~~
 3. ~~Review available flow data for EQ storage needs.~~

- ~~4. The EQ tank (renovated clarifier) will fill by gravity using the existing piping and drain via a new duplex (1-duty, 1-stand-by) pump station constructed adjacent to the EQ tank. A passive weir will be used to divert flow from the Route 3 pump station to the EQ tank until the tank is full or the high flow event has subsided. When flow conditions return to normal, the pump station will automatically turn on and drain the EQ tank. The pump station force main will discharge at the Route 3 pump station. A flow meter will be included with the pump station to measure EQ volume returned to the Route 3 pump station. The clarifier mechanism will remain in place for mixing if the EQ tank cannot be emptied within 24 hours.~~
- ~~5. Odor control will not be provided for the EQ system.~~

~~F. Electrical hardening:~~

- ~~1. Review site to identify locations for hardening of electrical system.~~
- ~~2. Review, provide recommendations for, and design (if approved) lightning protection and power conditioning.~~

G. Solids Process and FOG Stand by Power

1. Provide for stand by power to the ATAD systems add all related systems not currently with standby power. The generator will be located where the existing metal building is currently located.
2. Demolition of the existing metal building will be included in the design.

~~H. Review and update ATAD Cooling system~~

- ~~1. Review options for improved cooling of ATAD systems~~
- ~~2. Prepare construction documents.~~

~~I. Evaluate site for typhoon resiliency.~~

- ~~1. Conduct a site assessment/investigation to determine what options can be provided for typhoon resiliency.~~

- J. Assist GWA with contract bidding support for construction, as well as engineering support during construction as requested.

TASK 1 - Project Management

Subtask 1.1 - Project Management Plan

Consultant shall prepare a Project Management Plan that includes:

- A. Project Description
- B. Scope of Work (from contract)
- C. Work Plan
- D. Quality Assurance and Quality Control Plan
- E. Risk Management
- F. Scope Change
- G. Subcontractors and organizational chart

Subtask 1.2 - Project Schedule

Submit a schedule that meets required milestones for approval. Update schedule at all phases of the project, including monthly meetings, dates for completion of engineering design studies, milestone tasks, monthly invoicing, and dates for review periods. The schedule may include environmental permit approvals and will be based on the proposed target dates.

Subtask 1.3- Progress Reports

Submit monthly progress/status reports to support monthly billings. Reports shall reflect monthly invoices.

Subtask 1.4 – Meetings and Coordination

Lead or attend regularly-scheduled meetings and coordinate with entities within and, as appropriate, outside the project team. Identify and facilitate milestone meetings. Additionally:

- A. Coordinate and communicate with local and federal agencies as necessary, including but not limited to the Guam Environmental Protection Agency (GEPA), Department of Public Works (DPW), Department of Parks and Recreation (DPR), Department of Land Management (DLM), CHamoru Land Trust Commission (CLTC), US Fish and Wildlife Services (USFWS) throughout the course of the project to ensure review and permitting process adheres to project schedule.
- B. Facilitate and record kickoff and project design review (30%, 60%, 90% and 100%) meetings. The design reviews meeting shall include cost estimates and construction schedule. The kick-off meeting and 60% design review meeting will be a combination of in-person and virtual. The Gresham Smith project manager and design managers will attend the in-person meetings. All other meetings will be virtual.

Deliverables:

- A. Project Management Plan
- B. Project Schedule
- C. Progress Reports
- D. Meeting Minutes

The Task 1 effort is expected to span the entire life of this project, from the contract Notice to Proceed (NTP) date and (if GWA moves forward with repairs/rehabilitation) through post-construction and final commissioning. The task 1 effort is budgeted for 33 consecutive months with an expected completion by December 31, 2026.

TASK 2 – Design Service

Preliminary Review. Selected designer shall conduct a field investigation to identify existing conditions and review available information. Efforts may include, but are not limited to:

- A. Record drawings
- B. Interviews with GWA staff
- C. Discussion and coordination with local and federal agencies as needed
- D. Perform assessments and other permitting-related activities, as required by the appropriate archaeological and environmental regulatory agencies
- E. Prepare and submit permits as needed

- F. Conduct site/field investigations, in particular around the septage receiving station (including the former septage receiving station) and the ATAD and associated systems
- G. Review solids process system needs and conduct optimization activities, to include backup power and potable/makeup water needs
- H. Conduct utility clearances to confirm location and layout of existing utilities within the proposed locations to avoid utility conflicts

After the preliminary review is completed, the consultant shall make a recommendation on the design of a FOG receiving station, decanting for the aerated sludge basin, ~~dewatering upgrades, influent/sludge flow equalization, electrical and typhoon hardening~~, solids process and FOG area stand-by power, and miscellaneous typhoon hardening improvements and perform the following tasks to achieve the Design documents. Design shall conform with GWA Design Guidelines.

Subtask 2.1 - Meetings

The Design Consultant shall conduct monthly (or otherwise specified) design review meetings with GWA to review the design process, each design discipline status and issues, and project schedule. Consultant shall conduct design workshops at each milestone of development at 30%, 60%, 90%, and 100%, and prepare and submit all design review meeting agendas and minutes to GWA project team.

Subtask 2.2 - Permitting

The Design Consultant shall obtain the required construction permits signatures and approvals ready for construction. In addition, the consultant shall:

- A. Identify all permits required. Assist owner in preparing and obtaining all preconstruction permits from the required local and federal agencies, as needed.
- B. Comply with the National Environmental Policy Act (NEPA) in accordance with grant conditions.
- C. If required, conduct archival research and preparation of an Archaeological Monitoring and Data Recovery Plan (AMDRP). The Guam State Historic Preservation Office (SHPO) will likely require preparation of an AMDRP prior to any ground disturbance.
- D. Coordinate with relevant agencies such as the Guam Environmental Protection Agency (GEPA), Department of Public Works (DPW), etc. at the 30%, 60%, 90%, and 100% submittals. This includes submitting design documents and maintaining communication throughout the duration of the project and incorporating any relevant regulation requirements in the design.

Subtask 2.3 - Final Design Documents

The Design Consultant shall:

- A. Coordinate with and incorporate information from the GWA Project Manager.
- B. Finalize equipment and instrument list.
- C. Coordinate with GWA to ensure the receiving station and associated controls, instrumentation, and software meet cyber security requirements.
- D. Prepare progress (30%) plans, specification, Class 4 (AACE) construction cost estimate, and contract documents, conforming to the GWA Design Guidelines as to what should be included in this submittal. Additionally, include profiles, by-pass pumping (if required), and traffic control. Three hard copies of the design documents (11"x17" sized drawings) and a digital copy of the design documents are required.

- E. Allow three weeks for GWA to review 30% design. Incorporate adjudicated comments into the design and submit a formal response to each comment.
- F. Prepare progress (60%) plans, specifications, Class 2, (AACE) construction cost estimate, and contract documents, conforming to the GWA Design Guidelines as to what should be included in this submittal. Additionally, include profiles, by-pass pumping (if required), and traffic control. Four hard copies of the design documents (1 set of 36"x24" sized drawings and 3 sets of 11"x17" sized drawings) and a digital copy of the design documents in PDF (portable document format) are required.
- G. Allow three weeks for GWA to review 60% design. Incorporate adjudicated comments into the design and submit a formal response to each comment.
- H. Prepare progress (90%) plans, specification, Class 1 (AACE) construction cost estimate, and contract documents, conforming to the GWA Design Guidelines. Four hard copies of the design documents (1 sets of 36"x24" sized drawings and 3 sets of 11"x17" sized drawings) and a digital copy of the design documents in PDF (portable document format) are required.
- I. Allow three weeks for GWA to review 90% design. Incorporate adjudicated comments into the design and submit a formal response to each comment.
- J. Prepare final (100%) "Issued for Bid" plans, specifications and contract documents, conforming to GWA Design Guidelines. Five hard copies of the design documents (2 sets of 36"x24" sized drawings and 3 sets of 11"x17" sized drawings), 2020 GWA GIS Mapping and a digital copy (PDF - portable document format) of the design documents are required.
- K. Follow all laws of Guam relative to procurements.
- L. Utilize GWA's latest procurement templates and ensure that no conflict exists between the procurement templates and any material or subject in the documents being produced. GWA's templates will control in the event of conflict such as between liquidated damages provisions, payment terms, etc.
- M. Prepare permit applications for all local and federal agencies as necessary.
- N. Provide digital (pdf – portable document format) copies of the final design documents.
- O. All cost estimates shall conform to the guidelines of the Association for the Advancement of Cost Engineering International (AACE). During the design process, Consultant shall immediately notify the GWA when any design decision causes a significant cost increase to the project.
- P. Provide deliverables in accordance with GWA Guidelines. One hardcopy set of submittals and an electronic copy (pdf – portable document format) shall be submitted for all deliverables, not previously specified.
- Q. Final design drawings shall also be submitted via electronic PDF.

The design will not be considered complete until all comments have been addressed and the design is completed and submitted to GWA for final approval.

It is anticipated that GWA will use a design-bid-build procurement method. Construction documents shall be finalized prior to commencement of the formal bidding process.

TASK 3 - Contract Bidding Support

The Design Consultant shall provide the following services:

- A. Pre-Bid Meeting agenda and sign-in sheets, coordinate and facilitate the meeting with GWA, and record meeting minutes.
- B. Compile request for clarification, provide input or answer questions, and prepare addenda as needed. Addenda will be limited to two.
- C. Attend bid evaluation conference
- D. Review, evaluate and certify bid tabulations
- E. Provide a letter of recommendation for construction contract award.

TASK 4 - Engineering Support Post Design

The Design Consultant shall:

To be scoped at a later date

Construction Support

- ~~1. Attend Pre-Construction Conference~~
- ~~2. Attend construction meetings when requested.~~
- ~~3. Review shop drawings, design calculations, samples, test results, and other data required to be submitted by the contractor for conformance with contract documents if requested by the Construction Manager (CM), GWA, or as required by specifications.~~
- ~~4. Evaluate substitution requests to determine acceptability of substitute materials and equipment proposed by contractor if requested by CM or as required by specifications.~~
- ~~5. If requested, conduct site visit during construction to determine general conformance or ensure compliance with design.~~
- ~~6. Review contractor submittals, requests for additional information, change orders, schedule of values, and contractor's schedule and provide responses/comments, as necessary.~~
- ~~7. Perform preliminary and final inspections and submit punch list.~~
- ~~8. Provide Commissioning and Operator Training.~~
- ~~9. Provide O&M Manual~~
- ~~10. Provide Final Record Drawings based on marked-up construction drawings.~~

1. DESIGN PARAMETERS

The design shall be in accordance with the applicable criteria and standards of the American Water Works Association (AWWA), the Guam Waterworks Authority (GWA), the United States Environmental Protection Agency (USEPA), Guam Environmental Protection Agency (GEPA), and all parties which have interest in this project. All standards shall be of the most current edition, unless otherwise specified.

- A. American Water Works Association (AWWA)
- B. Guam Waterworks Authority (GWA)
- C. United States Environmental Protection Agency (USEPA)
- D. Guam Environmental Protection Agency (GEPA)
- E. Uniform Building Code (UBC)
- F. International Building Code (IBC)
- G. American National Standard Institution (ANSI)

- H. National Sanitation Foundation (NSF)
- I. American Society for Testing and Materials (ASTM) International
- J. American Concrete Institute (ACI)
- K. National Fire Protection Association (NFPA)
- L. American Association of State and Highway Transportation Officials (AASHTO)
- M. Other relevant standards

1. CONSTRUCTION COST LIMITATIONS

The project shall be designed to permit construction of the complete facility within a construction budget to be provided by the GWA after acceptance of the “Design Criteria”. If the consultant during the preliminary cost analysis finds that the improvements cannot be built within the allotted amount, the matter shall be brought to the attention of the General Manager immediately. The General Manager may upon receipt of such notification, authorize a change in scope of materials as required to reduce the estimated construction cost to an amount within the funds available as authorized by law or he may elect to adjust the estimated construction budget. Consultant shall prepare a detailed construction cost estimate for the facility.

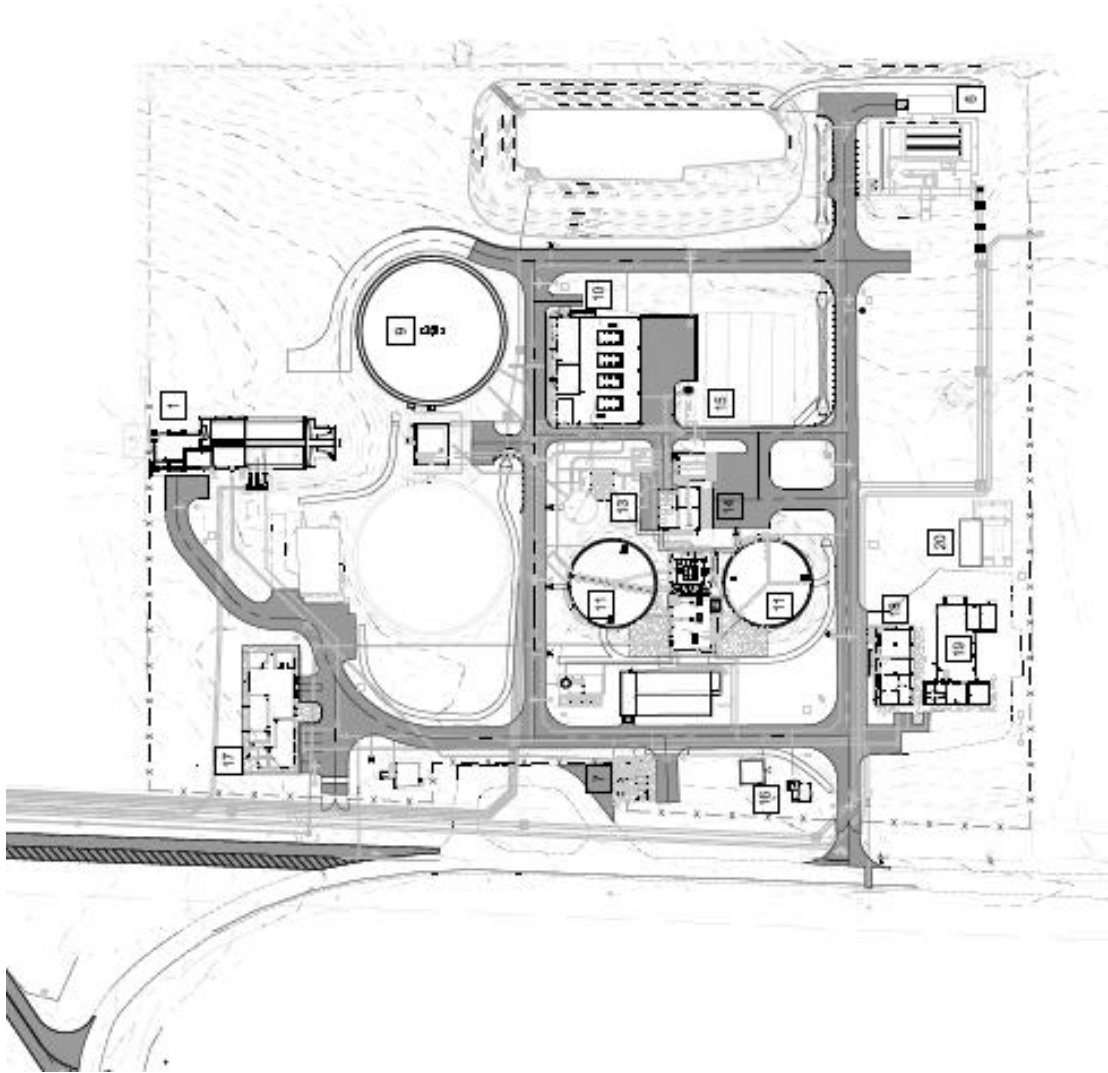
2. DESIGN AND CONSTRUCTION PERIOD

The design consultant shall recommend a construction contract period for this facility based upon required completion dates, actual availability of labor, materials, equipment, and shipping. The following tentative schedule shall be finalized after award of this design services contract.

| <u>Action Item</u> | <u>Date</u> |
|--|-------------|
| Execution of Design Contract, NTP | 3/2024 |
| Complete design | 12/2024 |
| GWA issue IFB for construction | 1/2025 |
| Open bids, evaluate and select apparent low bidder | 3/2025 |
| Award contract | 5/2025 |
| Notice-to-Proceed to Contractor | 6/2025 |
| Anticipated project completion | 6/2026 |

Note: Actual project dates to be determined based on selected design.

APPENDIX A: LOCATION MAPS





Website: www.dcaguam.com
 Email: dca@dcaguam.com

April 9, 2024
 Miguel C. Bordallo, P.E.
 General Manager, Guam Waterworks Authority
 Gloria B. Nelson Public Service Building
 688 Route 15
 Mangilao, Guam, 96913

Subject: Request for Proposal RFP-05-ENG-2023 Fats, Oil, and Grease Receiving Station Design Services

Reference: Fee Proposal Submission , rev 3

Attn: George Watson, GWA engineering

Hafa Adai,

Duenas, Camacho and Associates (DCA) is pleased to provide the attached fee proposal for the subject project. The revised fees provided were based on scoping meetings conducted with GWA on February 23, March 5 and March 21, 2024. A breakdown of the project fee is presented below.

| | | Total | Work Hours |
|---|--------------------------------------|-----------------|------------|
| 1 | PM/Design Basis | \$ 348,863.00 | 1598 |
| 2 | FOG | \$ 612,702.70 | 3169 |
| 3 | Aerated Sludge/Decanting | \$ 101,652.52 | 362 |
| 4 | Dewatering upgrades | \$ - | 0 |
| 5 | EQ | \$ - | 0 |
| 6 | Elec Improvements | \$ 269,579.50 | 1196 |
| 7 | Misc (ATAD, resiliency, struc works) | \$ - | 0 |
| 8 | Expenses (Design) | \$ 57,938.00 | 0 |
| 9 | Bidding | \$ 39,792.00 | 256 |
| | Total | \$ 1,430,527.72 | 6,581 |

Thank you,

Kenneth M. Rekdahl, PE
 Vice President
 Duenas, Camacho and Associates, Inc

Att: Fee Breakdown



WORK BREAKDOWN STRUCTURE SUMMARY

CLIENT: Guam Waterworks Authority (GWA)
 PROJECT NAME: Northern District WWTP FOG Receiving Station and WWTP Improvements
 GRESHAM SMITH PROJECT #: -
 RFP #: -
 DATE PREPARED: Apr-2024
 PREPARED BY: Gresham Smith

| Task # | Services | Estimated Hours | Estimated Fee | Comments |
|--|--|-----------------|------------------|----------|
| STUDY / DESIGN SERVICES | | | | |
| 1 | Project Management/Progress Meetings | 602 | \$145,092 | |
| 2 | Data Collection / Analysis and Conceptual Design | 164 | \$37,219 | |
| 3 | Pre-Design / Technical Memorandums (TMs) | | | |
| 4 | Design Development Report (DDR) | 332 | \$67,689 | |
| 5 | Fats, Oils, and Grease (FOG) Receiving Station (GS Lead) | 2,047 | \$446,680 | |
| 6 | Aerated Sludge Basin Decanting (GS Lead) | 170 | \$43,056 | |
| 7 | Dewatering Upgrades (DCA Lead) | | | |
| 8 | Flow Equalization Storage Tank - Renovate Existing Clarifier (DCA) | | | |
| 9 | Electrical Improvements (EMCE Lead) | 180 | \$51,000 | |
| 10 | Miscellaneous Improvements (DCA Lead) | | | |
| Estimated Study and Design Hours and Fee | | 3,495 | \$790,736 | |
| Bidding Services | | | | |
| Estimated Bid Services Hours and Fee | | | | |
| Post Design | | | | |
| Estimated Post Design Services Hours and Fee | | | | |
| EXPENSES | | | | |
| | Travel Expenses - Study and Design Phase | | \$50,000 | |
| | Travel Expenses - Post Design Phase | | | |
| Estimated Expenses | | | \$50,000 | |
| TOTAL ESTIMATED HOURS AND FEE | | 3,495 | \$840,736 | |



GUAM WATERWORKS AUTHORITY

"Better Water, Better Lives."

Gloria B. Nelson Public Service Building | 688 Route 15 | Mangilao, Guam 96913

Tel: (671) 300-6846

Issues for Decision

Resolution No. 18-FY2024

Relative to Approval of Additional Funding Increase to the Indefinite Quantity Contract with JMI-Edison for Submersible Pumps and Motors for GWA Deep Wells

What is the project's objective and is it necessary and urgent?

This request is to seek additional funding authority for the purchase of additional pumps and motors before the current contract expires in May 2024 to help close the window of when stock pump and motors are received from the new contract that is expected to be executed by June 2024. The project is to replenish the inventory of submersible pumps and motors for GWA deep wells to ensure adequate stock is available at all times to quickly bring any wells back into service. The objective is to maintain critical inventory levels for pumps and motors at all times.

Where is the location?

GWA deep well facilities island-wide.

How much will it cost?

The increased funding authorization for the contract with JMI- Edison will be Four Hundred Thousand Dollars (\$400,000.00) to bring the total funding authorization to Three Million Six Hundred Ninety-Two Thousand Nine Hundred Seventy-One Dollars and Forty Cents (\$3,692,971.40) for the purchases of additional submersible pumps and motors.

When will it be completed?

The indefinite quantity contract will be in place until May 2024 therefore no pump and motors will be procured thereafter.

What is the funding source?

Revenue or Internally Funded CIP.

The RFP/BID responses (if applicable):

Not Applicable



CONSOLIDATED COMMISSION ON UTILITIES
Guam Power Authority | Guam Waterworks Authority
P.O. Box 2977 Hagatna, Guam 96932 | (671)649-3002 | guamccu.org

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GWA RESOLUTION NO. 18-FY2024

RELATIVE TO APPROVAL OF ADDITIONAL FUNDING INCREASE TO THE INDEFINITE QUANTITY CONTRACT WITH JMI-EDISON FOR SUBMERSIBLE PUMPS AND MOTORS FOR GWA DEEP WELLS

WHEREAS, under 12 G.C.A. § 14105, the Consolidated Commission on Utilities (“CCU”) has plenary authority over financial, contractual, and policy matters relative to the Guam Waterworks Authority (“GWA”); and

WHEREAS the Guam Waterworks Authority (“GWA”) is a Guam Public Corporation established and existing under the laws of Guam; and

WHEREAS, on January 26, 2021, the CCU approved via Resolution 07-FY2021 for GWA management to enter into a multi-year contract with JMI-Edison to provide Deep Well Submersible Pumps and Motors that would ensure GWA has adequate stock replenishment on GWA’s warehouse shelf; and

WHEREAS, the CCU approved a funding authorization for the contract with JMI-Edison in the amount of Two Million Seven Hundred Forty-Four Thousand One Hundred Forty-Two Dollars and Eighty-Three Cents (\$2,744,142.83) in which One Million Four Hundred Ninety-Six Thousand Eight Hundred Five Dollars and Eighteen Cents (\$1,496,805.18) was for the purchase of Submersible Pumps and Motors for GWA Deep Wells for the initial three-year contract term, along with an additional projection of Nine Hundred Ninety-Seven Thousand Eight Hundred Seventy Dollars and Twelve Cents (\$997,870.12) for the two (2) one-year options to renew the contract plus a 10% contingency of Two Hundred Forty-Nine Thousand Four Hundred Sixty-Seven Dollars and Fifty-Three Cents (\$249,467.53); and

WHEREAS, the CCU subsequently approved Resolution 47-FY2023 in September 2023 that increased funding authorization an additional Five Hundred Forty-Eight Thousand Eight Hundred Twenty-Eight Dollars and Fifty-Seven Cents (\$548,828.57) to bring the total CCU

1 funding authorization to Three Million Two Hundred Ninety-Two Thousand Nine Hundred
2 Seventy-One Dollars and Forty Cents (\$3,292,971.40); and

3
4 **WHEREAS** the Three Million Two Hundred Ninety-Two Thousand Nine Hundred
5 Seventy-One Dollars and Forty Cents (\$3,292,971.40) is also the PUC's approval limit which
6 includes their 20% contingency for the original contract amount GWA had with JMI Edison; and

7
8 **WHEREAS** GWA is currently in the evaluation phase for IFB 2024-04 Submersible
9 Pumps and Motors which will serve as GWA's new Indefinite Quantity contract moving forward
10 however the final approval and execution of this procurement is still at a minimum of three months
11 away with placement of the first order thereafter. GWA Management seeks to order submersible
12 pumps and motors through the existing contract before its expiration in May 2024. This additional
13 request is necessary to expedite the receipt of stock pumps and motors, thereby narrowing the
14 timeframe until the new contract's products become available.: and

15
16 **WHEREAS** GWA management is seeking CCU approval to further increase the funding
17 authorization for the contract with JMI- Edison an additional Four Hundred Thousand Dollars
18 (\$400,000.00) to bring the total CCU funding authorization to Three Million Six Hundred Ninety-
19 Two Thousand Nine Hundred Seventy-One Dollars and Forty Cents (\$3,692,971.40); and

20
21 **WHEREAS** the source of funding for the Submersible Pumps and Motors is Internally
22 Funded Capital Improvement Projects; and

23
24 **NOW BE IT THEREFORE RESOLVED;** the Consolidated Commission on Utilities
25 does hereby approve the following:

- 26 1. The recitals set forth above hereby constitute the findings of the CCU.
27 2. The need to have adequate pumps on motors in the GWA warehouse for the
28 water production deep wells which is in the best interest of the territory of Guam
29 and Guam Waterworks Authority.
30 3. The CCU hereby authorizes the additional funding authorization of Four
31 Hundred Thousand Dollars (\$400,000.00) for GWA management to acquire
32 additional pumps and motors for GWA Deep Wells.

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- 4. The CCU hereby further approves the funding total of Three Million Six Hundred Ninety-Two Thousand Nine Hundred Seventy-One Dollars and Forty Cents (\$3,692,971.40).
- 5. GWA Management is hereby authorized to seek PUC approval under the Contract Review Protocol for the additional funding authorization given the total funding is above the PUC approval limits.

RESOLVED, that the Chairman certified, and the Board Secretary attests to the adoption of this Resolution.

DULY AND REGULARLY ADOPTED, this 24th day of April 2024.

Certified by:

Attested by:

JOSEPH T. DUENAS
Chairperson

PEDRO ROY MARTINEZ
Secretary

SECRETARY’S CERTIFICATE

I, Pedro Roy Martinez, Board Secretary of the Consolidated Commission on Utilities as evidenced by my signature above do hereby certify as follows:

The foregoing is a full, true and accurate copy of the resolution duly adopted at a regular meeting by the members of the Guam Consolidated Commission on Utilities, duly and legally held at a place properly noticed and advertised at which meeting a quorum was present and the members who were present voted as follows:

AYES: _____

NAYS: _____

ABSENT: _____

ABSTAIN: _____

///

///

GM REPORT

