



# CITIZEN-CENTRIC REPORT

## FISCAL YEAR 2021



## ABOUT GSWA

The Guam Solid Waste Authority (GSWA) was created through P.L. 31-20 as an autonomous, public corporation on April 4, 2011. The Legislation established an agency to handle the operations of what was formerly the Solid Waste Management Division under the Department of Public Works. The legislation's stated objective is to achieve GovGuam's eventual resumption of all functions, responsibilities, and authority for solid waste management and operations, and the governance thereof.

After 11 years of being under the management of a Federal Receiver, the District Court of Guam handed the day-to-day operations of GSWA to the GSWA Board and new Management Team on April 30, 2019.

## MISSION

The mission of GSWA is to provide a safe and healthy environment for the people of Guam through proper, timely, and efficient collections of refuse materials throughout the villages and urban areas and to assure their proper disposal in legally permitted facilities.

## SERVICES

- Curbside Trash Collection
- Curbside Recycle Collection
- Bulky Waste Collection
- Residential Transfer Stations
- Household Hazardous Waste Facility
- Hauler Only Transfer Station
- Layon Landfill

## CUSTOMER DEMOGRAPHICS

<u>Customer Type</u>	<u>Count</u>
Residential Customers	21,264
Commercial Customers	42
Government Customers	49

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## LEADERSHIP

### MANAGEMENT TEAM

- Irvin L. Slike,  
General Manager
- Pedro A. Leon Guerrero,  
Asst. General Manager
- Kathy B. Kakigi,  
Comptroller
- Alicia Fejeran,  
Chief of Administration
- Roman B. Perez,  
Operations Superintendent

### BOARD OF DIRECTORS

- Andrew Gayle,  
Chairman
- Minakshi Hemlani,  
Vice Chairwoman
- Peggy Denney,  
Secretary
- Jim Oehlerking,  
Member
- Cora Montellano,  
Member

## CONTACT INFO

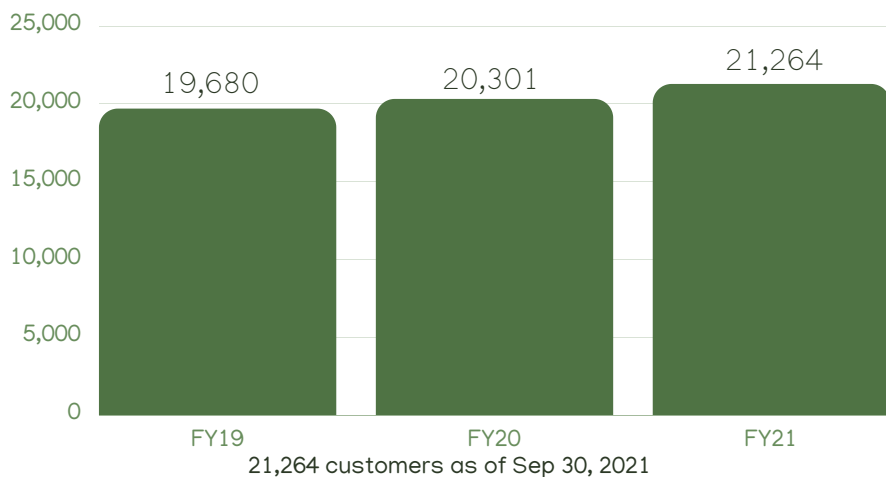
GSWA Main Office  
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Website: [guamsolidwasteauthority.com](http://guamsolidwasteauthority.com)

# PERFORMANCE

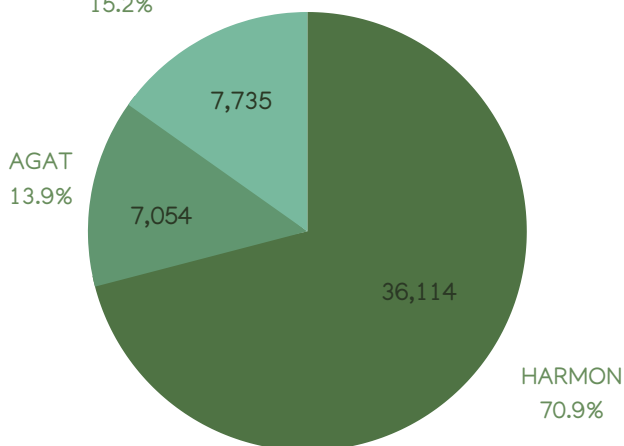
	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>
Layon Landfill Tonnage	95,971	92,142	98,235
Hauler Transfer Station Tonnage	80,728	74,815	84,972
Household Hazardous Waste Customers	3,944	4,152	5,597
No. of Walk-Ins (Customer Service)	9,228	7,117	8,952
New Customer Registrations	2,223	1,517	2,363
Paperless Invoices sent	68,210	79,239	87,815

## ACTIVE RESIDENTIAL CUSTOMERS

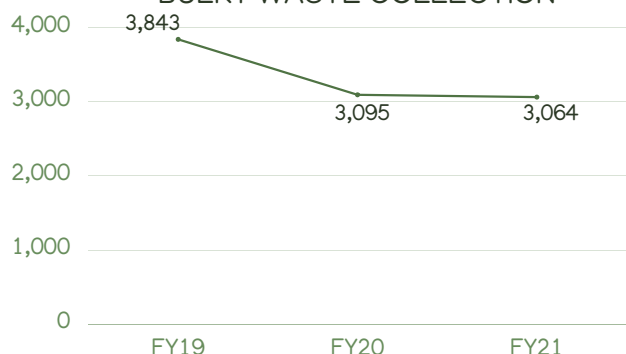


## NO. OF CUSTOMERS SERVED RESIDENTIAL TRANSFER STATIONS

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15.2%



## NO. OF CUSTOMERS SERVED BULKY WASTE COLLECTION



No bulky waste collection from March 15, 2020 through May 31, 2020 due to COVID-19



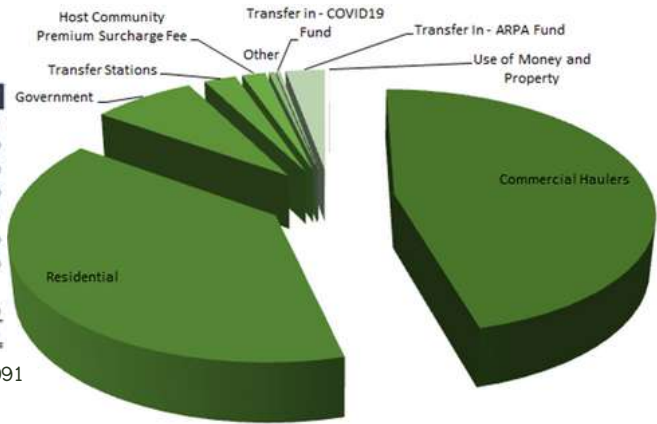


# FINANCES

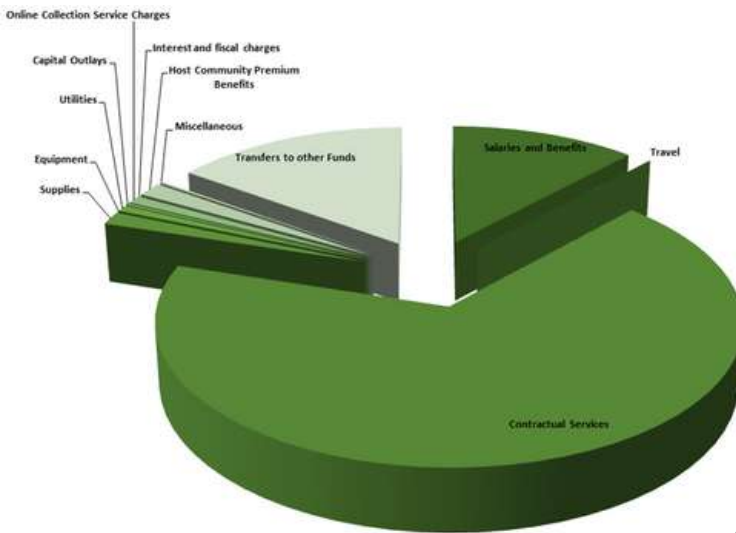
An independent audit of Solid Waste Operations Fund was conducted by Deloitte & Touch, LLP, resulting in a clean opinion. The Office of Public Accountability released GSWA's audited financial statements on April 20, 2022. More information can be found on our website at [guamsolidwasteauthority.com](http://guamsolidwasteauthority.com).

## OPERATING REVENUES

REVENUES:	FY2021	FY2020	FY2019	% Change
Commercial Haulers	8,781,693.42	8,388,781.00	9,735,322.00	5%
Residential	7,442,841.22	7,524,419.00	7,310,480.00	-1%
Government	1,435,709.12	1,527,416.00	1,521,152.00	-6%
Transfer Stations	447,656.00	360,246.00	339,067.00	24%
Host Community Premium Surcharge Fee	325,188.24	317,064.00	342,921.00	3%
Other	86,003.00	52,164.00	73,452.00	65%
Transfer in - COVID19 Fund	55,552.00	33,844.00	-	64%
Transfer In - ARPA Fund	545,732.00	-	-	-
Use of Money and Property	3,104.00	13,455.00	17,360.00	-77%
<b>Total Revenues:</b>	<b>19,123,479.00</b>	<b>18,217,389.00</b>	<b>19,339,754.00</b>	<b>5%</b>



Tipping fees revenues increased by \$349,001 or 2% from \$18,170,090 in FY2020 to \$18,519,091 in FY2021.



## OPERATING EXPENSES

EXPENDITURES:	FY2021	FY2020	FY2019	% Change
Salaries and Benefits	2,405,842	2,498,510	2,153,189	-4%
Travel	3,536	16,405	14,527	-78%
Contractual Services	13,706,424	13,510,881	14,678,600	1%
Supplies	301,303	303,712	388,472	-1%
Equipment	628	53,761	17,786	-99%
Utilities - power, water & telephone	144,470	149,204	159,962	-3%
Capital Outlays	45,980	8,350	56,488	451%
Online Collection Service Charges	183,279	142,428	103,685	29%
Interest and fiscal charges	0	0	79,273	0%
Host Community Premium Benefits	325,189	317,064	342,921	3%
Miscellaneous	43,294	129,758	364,125	-67%
<b>Total Operating Expenditures:</b>	<b>17,159,945</b>	<b>17,130,073</b>	<b>18,359,028</b>	<b>0.2%</b>
Transfers to other Funds	3,042,521	3,059,332	1,086,633	-1%
<b>Total Expenditures:</b>	<b>20,202,466</b>	<b>20,189,405</b>	<b>19,445,661</b>	<b>0.1%</b>

Operating Expenditures increased slightly by \$29,872 or .2% from \$17,130,073 in FY2020 to \$17,159,945 in FY2021.

In July 2019, GovGuam issued \$27.6 million 2019 Series A General Obligation Bonds to pay for the construction of Cell 3 for the Layon Landfill and pay bond related costs. GSWA will be transferring funds to the General Fund based on the continuing covenant agreement with GovGuam to fund the debt service payments of approximately \$3 million annually. As of July 2, 2021, the substantial completion of the construction of Cell 3 at the Layon Landfill was successfully achieved.

### CAPITAL PROJECT FUND

Revenues:	2021	2020	2019
Use of Money and Property	1,119	228,253	57,142
<b>Expenditures:</b>			
Capital Projects	11,021,523	19,031,448	127,216
Bond Issuance Costs	0	0	481,613
<b>Total Expenditures:</b>	<b>11,021,523</b>	<b>19,031,448</b>	<b>608,829</b>
<b>Other financing sources (Uses)</b>			
Proceeds from issuance of long-term debt	0	0	27,610,000
Premium on bond issued	0	0	4,027,747
Transfers out to other Funds	0	0	-160,142
	0	0	31,477,605

### DEBT SERVICE FUND

Revenues:	2021	2020	2019
Use of Money and Property	836	92,490	113,631
	20,981,875	20,972,750	21,011,544
	20,982,711	21,065,240	21,125,175
<b>Expenditures:</b>			
Principal	12,060,000	10,425,000	5,410,000
Interest	11,919,500	12,215,694	11,494,500
Bond Issuance Costs	0	0	528,655
<b>Total Expenditures:</b>	<b>23,979,500</b>	<b>22,640,694</b>	<b>17,433,155</b>
<b>Other financing sources (Uses)</b>			
Proceeds from issuance of long-term debt	3,042,521	3,059,332	1,246,775

# OUTLOOK & CHALLENGES



## Island Wide Collection Program

Approximately 18,000 households do not currently participate in curbside trash collection service. Island Wide Collection, supported by all of Guam's residents, is a fairer method for cost recovery and long term financial stability of the Authority. Additionally, serious health implications may arise if proper disposal of Solid Waste is not achieved.

Proposed legislation would allow for a life line program that would be available to residents who cannot afford the cost for trash collection service.



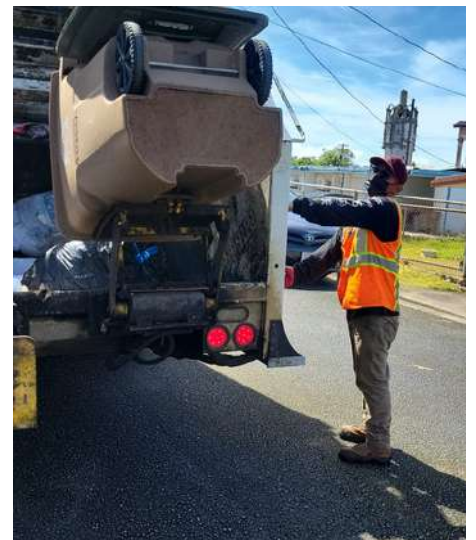
## New Payment Options

GSWA and fellow utility Authorities, GPA and GWA, have partnered to provide customers additional payment options at GPWA locations. Customers will be able to pay in person or through a GPWA Drive-Thru starting June 6, 2022.



## Procurement of Electric Fleet

GSWA expects to procure new electric fleet which will decrease personnel costs, reduce annual maintenance costs, and is consistent with the island's initiatives in reducing fossil fuel consumption.



## Recycling Programs

Curbside recycling collection and other recycling programs that are provided at no additional cost to our customers have caused financial challenges for GSWA. GSWA has sought reimbursement from the Revolving Recycling Fund to be able to continue to provide these important services.



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**Fwd: Guam Solid Waste Authority - FY 2021 Citizen Centric Report (CCR)**

1 message

**Benjamin Cruz** <bjcruz@guamopa.com>

Thu, Jun 2, 2022 at 6:07 PM

To: Vincent Duenas <vduenas@guamopa.com>, kconcepcion@guamopa.com, Frederick Jones <fjones@guamopa.com>, Jerrick Hernandez <jhernandez@guamopa.com>, Johanna Pangelinan <jpangelinan@guamopa.com>, Mariella Cruz <mcruz@guamopa.com>, Marisol Andrade <mandrade@guamopa.com>, Ren Jalandoni <rjalandoni@guamopa.com>, Selina Onedera-Salas <sonederasalas@guamopa.com>, Thomas Battung <tbattung@guamopa.com>, Thyrza Bagana <tbagana@guamopa.com>, Kyle Bungubung <kbungubung@guamopa.com>, Thomas Quichocho <tquichocho@guamopa.com>

Sent from my iPhone

Begin forwarded message:

**From:** Alicia Fejeran <alicia.fejeran@gswa.guam.gov>**Date:** June 1, 2022 at 10:21:01 PM PDT**To:** bjcruz@guamopa.com, speaker@guamlegislature.org**Cc:** Irvin Slike <irvin.slike@gswa.guam.gov>, Kathrine Kakigi <Kathrine.Kakigi@gswa.guam.gov>, GSWA Admin <admin@gswa.guam.gov>**Subject:** Guam Solid Waste Authority - FY 2021 Citizen Centric Report (CCR)


Hafa adai Speaker Terlaje and Public Auditor Cruz,

In accordance with 1 GCA, Chapter 19, §1922(a), please find GSWA FY 2021 Citizen Centric Report attached. This report is also posted on GSWA's website at [www.guamsolidwasteauthority.com](http://www.guamsolidwasteauthority.com).

If you have any questions or concerns, please feel free to contact me or Comptroller Kathy Kakigi at 671-646-3111.

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 **GSWA CCR FY-2021.pdf**  
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