


# Guam

SOLID WASTE RECEIVER

## Overview of Project Receivership for the Government of Guam Solid Waste Management Division



Pursuant to Order of the  
United States District Court of Guam

Presented by: Bob Brickner  
Gershman, Brickner & Bratton, Inc.



SEPTMBER 27, 2012

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## Geographic Awareness (USVI and Guam)


...You can't drive there from here!






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### Pacific Ocean Location of Guam






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### Brief Demographic Comparison

TOPIC	Guam	USVI
Land Area, sq. mi.	210	134
Population(1)	160,000	106,000
No. Households	50,000	41,000
Population/Household	3.20	2.59

Guam tourism about 1.2 million per year!

Note (1): Excludes buildup of Marines in 2014 to add about 20,000 population [Marines and Dependents] onto Guam.



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### TIMELINE – Violations Leading to Receivership

- Ordot Dump in operation since 1940's
- 1986 - US EPA issued first Administrative Order
- 1990's – efforts to site a new landfill
- 1994 – Dump Closure Act – by 1997
- 1997 – GovGuam Dump not Closed



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### Violations to Receivership

- 1999 – tipping fee established
- 2000 – Integrated Solid Waste Management Plan established (but Legislature deletes WTE as option to manage waste and delete establishment of Solid Waste Authority)
- 2004 – Govguam enters into Consent Decree with US District Court – Dump required to close by 2007



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### Violations to Receivership

- 2007 – Dump not **CLOSED**
- 2007 – \$2.9 million in stipulated penalties
- April 2008 - Federal Court/Chief Justice appoints Receiver based on following observations;
  - Historical and present lack of commitment by leaders
  - Present Governor's best efforts and those of the employees of DPW alone cannot solve the problem
  - The problem of a highly dysfunctional, largely mismanaged, overly bureaucratic, and politically charged solid waste system is beyond correction by conventional methods.



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### TIMELINE – Receivership

- April 2008 –Receiver to manage, supervise and oversee the Solid Waste Management Division of the Guam Department of Public Works.
- 2009 - 2012 – Receiver implements comprehensive operational, financial turn-a-round to turn Solid Waste Division to net positive cash position



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## Receivership Objectives

- Full compliance with the Consent Decree of February 11, 2004, as follows:
  - Close Dump as required by the Consent Decree
  - Construct and open a new landfill that meets all applicable laws and regulations
  - Minimize additional waste to Ordot
  - Properly size new landfill with appropriate waste diversion goals and programs to achieve those goals
  - Implement the Supplemental Environmental Project for a comprehensive waste diversion strategy for household hazardous waste



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## Receivership Objectives

- Build on the work that has already been done to the maximum extent feasible
- Work with and through the current staff of the Solid Waste Division to the maximum extent practical
- Develop a strategy for simultaneous planning and construction activity
- Develop diversion programs



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### Receivership Objectives

- Develop a financing plan
- Facilitate partnerships with the military for use of new landfill
- Develop measurable standards for determining when the Receivership can end



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### Receivership Objectives

- Develop measurable standards for determining when the Receivership can end. Such standards should:
  - Require stable operations of the new landfill, the closure of the Dump and the day-to-day operations of the Solid Waste Division for a period of time satisfactory to the Court
  - Assure ongoing sustainable operations in compliance with all federal and Guam laws and regulation and in a professional environment free from political interference
  - Provide for periodic rate adjustments that will assure that debt service and operation and maintenance cost are adequately funded over the long term
  - Require that the GovGuam has deposited sufficient funds with a trustee, approved by the Court, to allow it to assume all debt incurred by the Receivership in completing the activities and projects required by the Consent Decree




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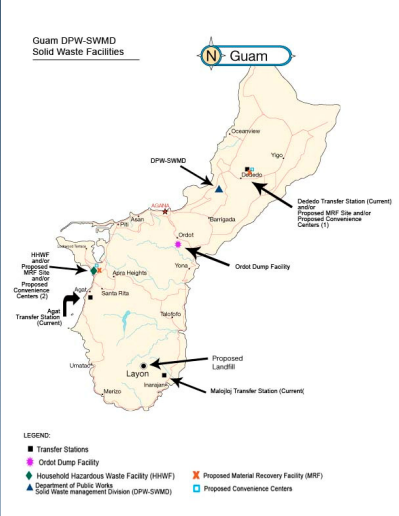
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### GovGuam Solid Waste Division Overview


- 99 employees
- \$ 5.6 million annual expenditures
- \$ 6.2 million annual revenues
- Residential waste collected once per week by SWD
- Other waste self-hauled or by private hauler
- 25% recycling law 2002
- 2 % recycling achieved
- 4 transfer stations
- Ordot Dump
- New Landfill sited in Layon






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### Overview SWD Problems

...WE HAD NO PROBLEMS EXCEPT:

- Ordot Dump out of regulatory compliance for 22 years
- Ordot Dump running out of space
- Only 25% of billings for service collected
- Equipment was old and under disrepair
- Cash handled at Transfer Stations and Ordot Dump
- Only 2% diversion as compared to 25% law
- New landfill not built, not operating
- Ordot Dump not closed and pollution into nearby river and groundwater



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### Areas Requiring Capital Funding

- Acquisition of land for new landfill and access road
- Bridge improvements on roads to Layon, if not already funded
- Final designs and procurements for new landfill
- Construction of the new landfill
- Closing the Ordot Dump
- Post-closure activities at Ordot Dump
- Updating the equipment and establishing proper systems for the Solid Waste Division
- Upgrade transfer station(s)
- Construct household hazardous waste facility



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### Achieve Reasonable Waste Diversion Goals and Implement Programs/Services

Forecasted Impact of Increased Diversion

Year	2007*	2010	2015	2020
Annual Waste Generated in Tons*	145,231*	154,483*	172,202*	189,089*
Tons Diverted	2,905*	38,621	60,271	94,545
Percent Diverted	2%*	25%**	35%**	50%**
Annual Tons to Landfill	142,326*	115,862	111,931	94,545

\*Guam Integrated Solid Waste Management Plan, 2006; does not include Military  
\*\* Receiver assumption, March 2008



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### Ordot Landfill Fire Nov. 2006 (One of many...)





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### Keys to Successful Waste Diversion

#### Simple Rules

1. Dependable Service
2. Convenient for the Consumer to use
3. Educate consumers to use the programs effectively


#### Comprehensive Programs and Services Needed

• Curbside Collection	• Multi-use Transfer Stations
• Yard Waste Diversion	• Bulk Waste Diversion
• C&D Diversion	• Reuse Facilities (non-profit)
• Commercial, Institutional, and Military Diversion	• Education




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### Status of Approved Emergency Purchases

As of September 30, 2008

<u>Items</u>	<u>Status</u>
Refuse Collection Trucks	Delivered and in service
Roll-Off Trucks	Delivered and in service
Roll-Off Waste Containers	Delivery Expected in October
Heavy Equipment	Some Repairs Completed Others Ongoing
Roll-Off Recycling Containers	Delivered and in service
Skid Loader Grapple Hook	Delivery in mid-October
Survey Equipment	Delivered and in service
Shower	Repairs Completed
Mold Assessment / Resolution	Completed
Roof	Repairs Completed
Scales	Delivery in November
Rolling Stock Maintenance	On-going services in place



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## New Equipment








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### Recycling Opportunities Expanding in Guam



Mixed Paper

YES: Newspaper, Office Paper, Colored Paper, Magazines, Catalogs, Phone Books, and Cereal Boxes

NO: Cardboard or Plastic

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Glass Bottles & Jars

YES: All Colors: Clear, Green, Brown, Blue

NO: Lids, Caps or Plastic Containers

Guam Recycles

Cardboard

YES: Cardboard Boxes, Old Corrugated Cardboard

NO: Fluted Cardboard or Cereal Boxes

Guam Recycles



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### Renovated Crew Quarters

Before



After





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## Renovated Crew Kitchen

Before





After





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## Missing Roof Replaced

Before





After





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## Improving SWMD Organization

- SWMD is a smaller organization:
  - 99 staff in March, 2008 w/GBB Arrival
  - 76 staff as of September, 2008
- Some staff have left, some been reassigned elsewhere in GovGuam, or Limited Time Appointments not renewed
- Morale improved



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## Fall 2008 -- SWMD Organization Improving

- Fleet maintenance outsourced
- Some new equipment delivered under Governor's Emergency Procurement authorization
- Residential services began to slowly improving with repaired and new trucks



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### Ban Saves Space at Ordot Dump & Advances Recycling

- Green waste, construction waste and cardboard (OCC) banned 7/17/08
- 30 percent volume reduction documented at Ordot Dump
- Private recyclers reported increased recyclable material
- Diversion due to the ban permits time necessary to construct Layon Landfill



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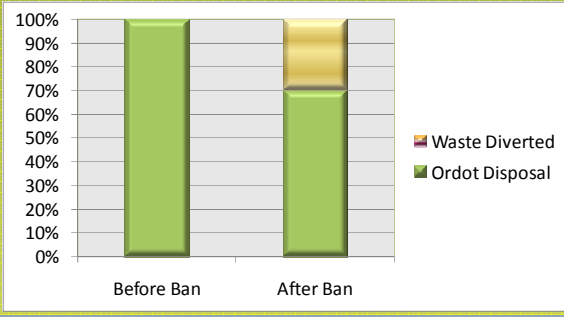
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### Ordot Dump Volume Use

Average Daily Use 512 Cubic Yards Prior to Ban  
Average Daily Use 360 Cubic Yards After Ban



Category	Waste Diverted (%)	Ordot Disposal (%)
Before Ban	0	100
After Ban	30	70



30% Reduction



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### Continuing Discussions with the Military in 2008

#### Progress

- MOU drafted and submitted for review
- Preliminary review of Military's contractual requirements





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### The Public Continued to Be Kept Informed

- Announcement and press release on putting new equipment into service
- Event at Dededo Transfer Station kicking off recycling





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### The Public Continued to Be Kept Informed

- Website updated on regular basis





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### The Public Continued to Be Kept Informed


- Working with the Guam Chamber of Commerce, including stakeholders meeting
- Continuing availability to members of the Guam press
- 70+ media features through Summer 2008 alone






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# FINANCIAL CONDITION OF THE SOLID WASTE MANAGEMENT DIVISION



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Financial Condition of the Solid Waste Management Division  
 Fiscal Year ended September 30, 2008 (6 mos. Into Receivership)  
 SWMD Operating and Capital Accounts

**Solid Waste Management Division Accounts**  
 Fiscal Year 2008  
 Unaudited

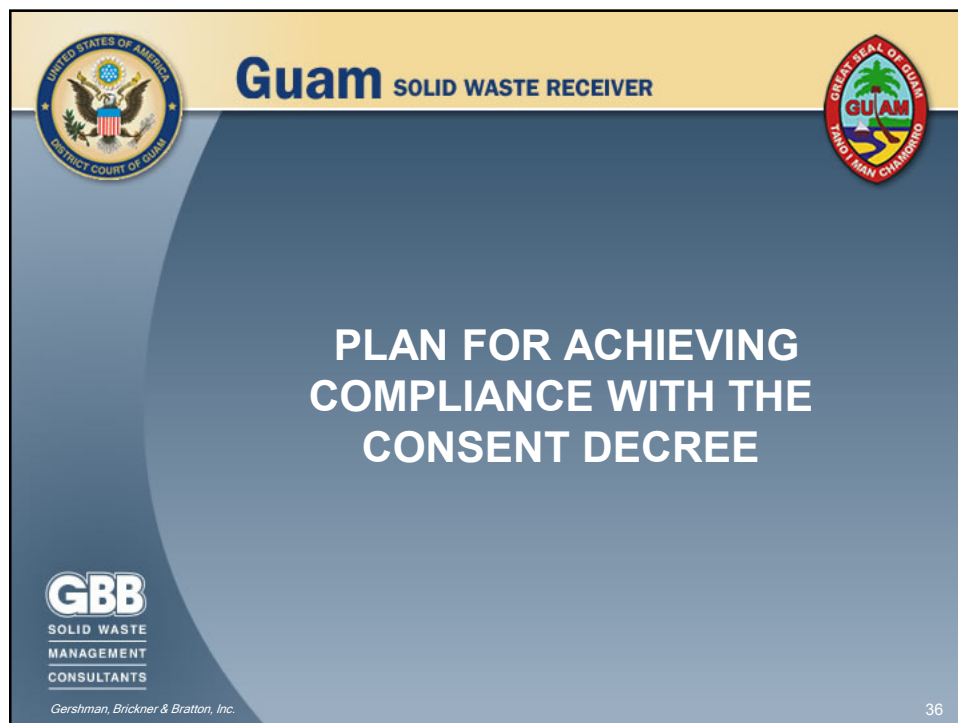
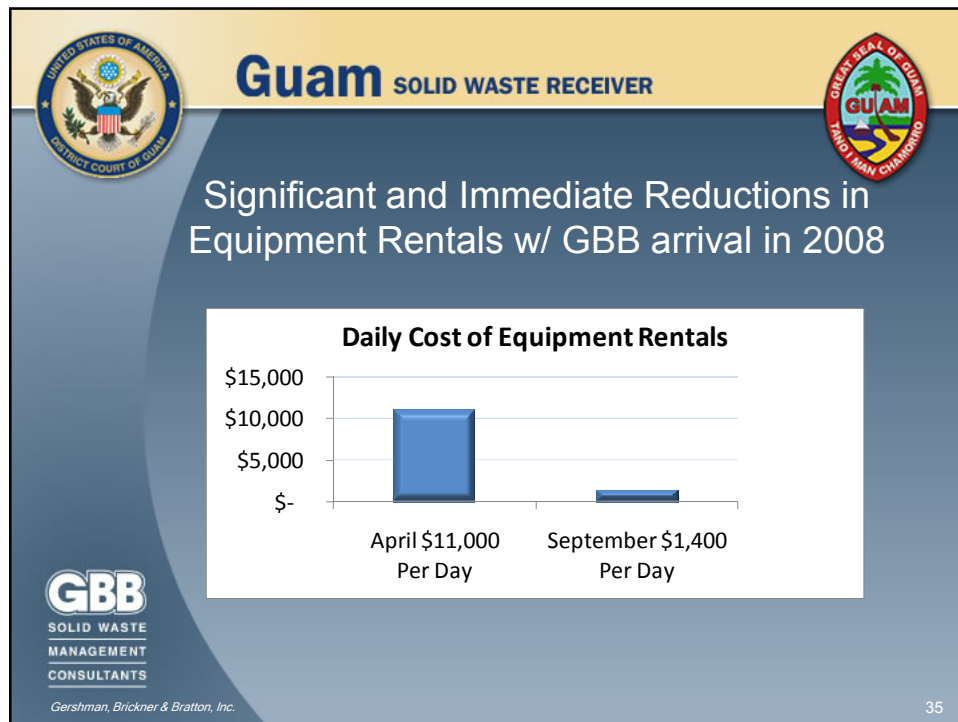
Account Name	Source of Funds	FY 2008 Appropriations	Total Obligations	Remaining Balance
SWMD Operating Account	Tipping Fees	\$ 7,720,294.70	\$ 6,708,495.01	\$ 1,011,799.69
Ordot Landfill Closure	Federal CIP Grant	\$ 155,699.00	\$ 109,231.53	\$ 46,467.47
Compact Ordot Dump Closure	Federal DOI Grant	\$ 1,318,000.00	\$ 1,238,500.00	\$ 79,500.00
Compact New Solid Waste Landfill	Federal DOI Grant	\$ 983,052.00	\$ 983,052.00	\$ -
DOI CIP New MSWLF Supplement	Federal DOI Grant	\$ 2,169,000.00	\$ 2,169,000.00	\$ -
Consent Decree - Ordot Dump	General Fund - Governor	\$ 3,805,000.00	\$ 3,804,870.00	\$ 130.00
<b>Total</b>		<b>\$ 16,151,045.70</b>	<b>\$ 15,013,148.54</b>	<b>\$ 1,137,897.16</b>





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### Plan for Achieving Compliance with the Consent Decree

To achieve full compliance with the Consent Decree, several interrelated actions must be implemented. These include:

- Accessing the necessary capital funding to pay for the capital expenditures needed to achieve these results
- Implementing tipping and other fees necessary to finance the new compliant solid waste system



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### Improvements to SWMD Operations

A solid waste program capable of sustaining the changes required by the Consent Decree must include the following elements:

- Residential trash collection
- Landfill operations
- Transfer stations, household hazardous waste management, and convenience and recycling centers
- Junk cars and tire processing
- Support for control of illegal dumping/burning enforcement
- Community information/public education and outreach
- Administration



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### Scenario w/ Basic Services

- Residents receive one or more rolling carts for waste
- Monthly charge based on number of carts
- All non-recyclable waste in carts
- Special bulky waste/white goods pick-up services
- Recyclables go to convenience centers\*


\*Recycling at convenience centers is a part of all three scenarios



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### Required Operating Budget

**Solid Waste Management Division**  
**Current Budget vs Required O&M Budget**  
 After Layon Landfill and New System are Operating  
 (Excludes Depreciation and Debt Service)

Program	Current Budget	Required Budget
Landfill Operations/Transfer Stations	\$ 2,365,800	\$ 3,760,300
Residential Trash Collection	\$ 3,179,000	\$ 4,618,100
Household Hazardous Waste and Convenience Centers	\$ -	\$ 636,700
Pilot Curbside Recycling Program	\$ -	\$ 14,900
Junk Cars and Tire Processing	\$ -	\$ 1,527,500
Support for Illegal Dumping/Burning Enforcement	\$ -	\$ 250,000
Community Information / Public Education and Outreach	\$ -	\$ 174,900
Administration	\$ 1,022,800	\$ 991,800
<b>Total</b>	<b>\$ 6,567,600</b>	<b>\$ 11,974,200</b>



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### Consent Decree Projects

➤ Layon Landfill



➤ Transfer Station



➤ Household Hazardous Waste Facility




➤ Ordot Dump Closure






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### Consent Decree Projects

Proposed Construction Schedule



Project	Task	Duration (6 Day Week)	Start	Finish
<b>Layon Landfill</b>				
	Cells 1 & 2 Earthwork, Storm Water Mgt Sys. and Temporary Road	130 days	1/6/2009	7/6/2009
	Access Road and Utilities	302 days	4/30/2009	6/25/2010
	Landfill Liner Systems (Cell 1) and Entrance Facilities	350 days	4/30/2009	9/1/2010
	WWTP Expansion & Leachate Sewer and Pre-Treatment	270 days	1/12/2010	1/24/2011
	Daily cover operations to excavate complete Cell 2 for cover and stockpile	105 days	9/2/2010	1/26/2011
	Landfill liner systems (Cell 2)	130 days	1/27/2011	7/27/2011
<b>Transfer Station/HHWF</b>				
	Construct Facility	181 days	1/28/2010	10/7/2010
<b>Ordot Dump</b>				
	Closure of Dump	TBD	TBD	TBD

Note: All dates are subject to timely approval of all required permits and construction contracts.




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**CAPITAL FUNDING REQUIREMENTS**

  
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**Build and Open New Layon Landfill**



**2008 Estimated Cost**  
**\$78,099,500**  
**Start Date: Early 2009**  
**Completion Date: Mid-2011**



  
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### Imperatives Driving the Timing of Capital Funding

- The Consent Decree
  - Previous deadlines had long since expired
  - Receivership Order of this Court required “expeditious compliance with the Consent Decree”
- Ordot Dump was Running Out of Space
  - The Ban created a limited window for construction
  - Construction required two dry seasons to complete
- Economic Considerations
  - Running out of space at the Ordot Dump would leave Guam with no place for its waste
  - Such a situation would be a very serious barrier to Guam’s growth
  - Federal funding implications of continuing violation of federal law can be very serious for Guam




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### FUNDING OPTIONS AND FUTURE TIPPING FEES



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### Other Options for Funding the Consent Decree Projects

- Cash from Current Revenues of the Government
- Federal Grants or Loans - Dump should be a priority for such funding.
- General Obligation Bonds – Given Guam's credit history and other financial challenges, this is not a good option.
- Traditional Revenue Bonds – Given Guam's poor track record in Solid Waste, this is not a viable option without a guarantor.
- Traditional Revenue Bonds with a Section 30 Financial Backstop – Revenue bonds can be successfully marketed with an appropriate Section 30 guarantee. GBB believed this was a viable funding option for all Consent Decree projects other than the closure of the Ordot Dump.



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### Funding Recommendation

- GBB recommended that the **Layon Landfill** and related facilities and all operating equipment be funded with Traditional Revenue Bonds with a Section 30 Financial Backstop. This amount was approximately **\$120 million**.
- GBB also recommended that the closure of the **Ordot Dump** and all related capital cost be financed with a long-term loan to be funded with the Section 30 funds that will become available in 2012 when all currently outstanding loans being funded with Section 30 funds are fully paid. GBB also recommended that the Government consider allocating a significant amount of federal funds it receives for capital purposes to the Closure of the Ordot Dump to reduce the amount it will otherwise need to borrow. The total amount of the obligation to close the Ordot Dump was estimated at **approximately \$40 million**.
- But GBB understood that the decision about how to fund the Consent Decree projects belonged to the elected officials of Guam.




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### Funding Recommendation


(Continued)

- The Receiver further recommended that under no circumstances should the Government of Guam be allowed to further delay the Consent Decree projects by failing to provide the necessary funding.
- The Government of Guam should be required to provide **\$20 million** by **January 1, 2009**, to be placed with a trustee approved by the Court. Thereafter, the Government should be required to place **additional funding with the trustee equal to the monthly cash requirement detailed in the Report to the Court dated October 22, 2008.**
- GBB also recommended that the Government of Guam be placed on notice that the amount of funding recommended is based on the best estimates available, but are subject to change. Any changes will be subject to Court approval.




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### Preliminary Residential Collection Tipping Fees

**Solid Waste Management Division**

Estimated Rates

Fees	Current		New Rate	Rate Measure	% Change
	Volume Rate	Per Ton Rate			
Residential	\$10.00	N/A	\$ 29.85	month	198%
Tipping Fee (compacted)	\$20.00	\$72.60	\$154.97	ton	113%
Tipping Fee (uncompacted)	\$ 5.00	\$48.89	\$154.97	ton	N/A
Self-Drop (under 3 cy)	\$ 2.50	N/A	\$ 7.46	pickup	198%
Self-Drop (over 3 cy)	\$ 5.00	N/A	\$ 14.92	cy	198%

Note: These rates are preliminary and subject to change. The Receiver plans to review these rates with the staff and consultants of the Public Utilities Commission and request formal approval of rates based on these estimates.



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### Receiver Accomplishments: SWMD Operating Expenses

- 29% reduction in payroll and related expenses (Oct. 2008 – Feb. 2009)
  - One collection shift, reduced from three
  - Morale among SWMD employees is higher
  - Customer complaints declined
- 24.2% reduction in non-personnel expenses
  - \$3.8 million savings on rental equipment, now only \$464 per day
  - Improved maintenance of equipment



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### Revenue and Collections October 2008 – February 2009

- 95.9% of all bills were collected Oct.-Feb. FY2009 v. 76.9% in FY2008 (commercial, residential, government, other)
- Decline in revenue collected from commercial customers, perhaps due to less waste going to the Dump with ban on recyclable material
- Installation of an accurate weigh scale enabled better weight-base data (not volume based) to be recorded and allowed weight-based billing to be implemented




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### Estimated Results for FY2009

Solid Waste Management Division Operating Account  
 Estimated Fund Balance  
 30-Sep-09  
 Unaudited

Elements of Fund Balance	Amount
Fund Balance @ 9/30/08	\$ 86,375
Estimated Revenue FY 2009*	\$4,337,457
Estimated Expenses FY 2009**	\$3,690,484
Excess (Deficit) FY 2009	\$ 646,974
Estimated Fund Balance @ 9/30/09	\$ 733,349

\* Estimated FY 2009 Revenue assumes implementation of the recommended commercial fee of \$155.99 per ton on 7/1/09.  
 \*\* Estimated expenses assume continuation of the current spending trends for balance of FY 2009.



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### Capital Funding

Countdown to Ordot Closure

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DAYS



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### SWMD Collection Services

- Delivered regular, consistent collection services
- Dramatic reduction in complaints

64% fewer complaints in Jan./Feb. 2009 compared with Jan./Feb. 2008



Year	Complaints (Jan & Feb)
2008	~700
2009	~250



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### SWMD Collection Services (cont'd)

- Completed plans for cart-based collection
- Initiated procurement for trash carts





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### Operations: Ordot Dump and Transfer Stations

- Implemented ban on materials
- Added recycling at Ordot Dump and transfer stations

Before



Now





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### Operations: Ordot Dump and Transfer Stations (cont'd)

- Improved operations at Ordot Dump, including odor and dust control; no fires
- Began to install new weigh scale

SWMD employees improving storm drainage



New scale installation





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### Court-approved Option: Basic Services



- SWMD customer households receive one or more rolling trash carts for waste
- Monthly charge based on number of carts
- All non-recyclable waste goes in carts
- Recyclables go to convenience centers

**Least costly option; allows Guam to build a solid foundation for achieving higher recycling levels in the future**



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### New Account Management System




- The Problem
  - SWMD collects weekly from 15,900 households (HH)
  - SWMD cannot match customer accounts with collection addresses for 4,000 of these HH
  - Only 12,080 HH are invoiced for service
- Result:
  - 4,000 HH receive free service
  - 4,000 HH accounts don't match with addresses
  - SWMD does not collect sufficient revenues to cover costs of daily operations
- With new system
  - Registration for all customers
  - Verification of physical addresses
  - System to accurately track collections
  - New software for accurate billing



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## Routing and Registration Updates

- Routing: SWMD collected GPS data from 55 weekly trash collection routes (40 regular and 15 special collection routes)
- Registration: Due to procurement results, registration began in June/July 2009
  - Discussed registration plans with Mayors in Feb., including holding events at their offices



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## ACHIEVEMENTS 2009 -2012



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**Guam** SOLID WASTE RECEIVER

## Achievements 2009-2012

- \$20 million bridge loan from Bank of Guam
- Secured \$120 million in Section 30 – backed bond capital to fund Landfill construction and Dump closure (Govguam faced with this alternative or paying weekly payments from their General Fund to pay for Consent Decree projects).



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**Guam** SOLID WASTE RECEIVER

## Achievements 2009-2012

- Purchased new collection trucks
- Purchased Carts with RFID system for all 16,000 customers
- Streamlined and consolidated office operations – 35% reduction in solid waste staff
- Went from 3 collection shifts to 1



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## Guam SOLID WASTE RECEIVER



### Achievements 2009-2012

- Dramatic, 64% reduction in complaints
- Improved efficiencies – reduced dependence on rental equipment and expanded services
- OPENED new Transfer Station
- **CLOSED** Dump August 31, 2011
- OPENED Landfill September 1, 2011



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## Guam SOLID WASTE RECEIVER

### Ordot Dump Closure Progress

Site Investigation Work



- Waste delineation
- Geotechnical work
- Gas migration wells
- Hydrogeologic Investigation
- Landfill gas generation wells
- Leachate sample collection
- Wetland delineation
- Topographic surveys
- Property boundary and research
- Archaeological monitoring
- Unexploded ordnance monitoring
- Maintain interim soil cover stormwater drainages





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## Guam SOLID WASTE RECEIVER


### Layon Landfill and Consent Decree

- Access Road
- Environmental Monitoring and Compliance
- Residential Transfer Stations
- WWTP monitoring (leachate disposal)
- Continued preparation of permit applications for transfer stations

Note: Residential Transfer Stations were never permitted & Permits now required as condition of Layon Landfill permit



- Environmental Site Assessments
- New Household Hazardous Waste (HHW) Facility

Note: co-located with residential transfer station satisfies requirement of HHW facility



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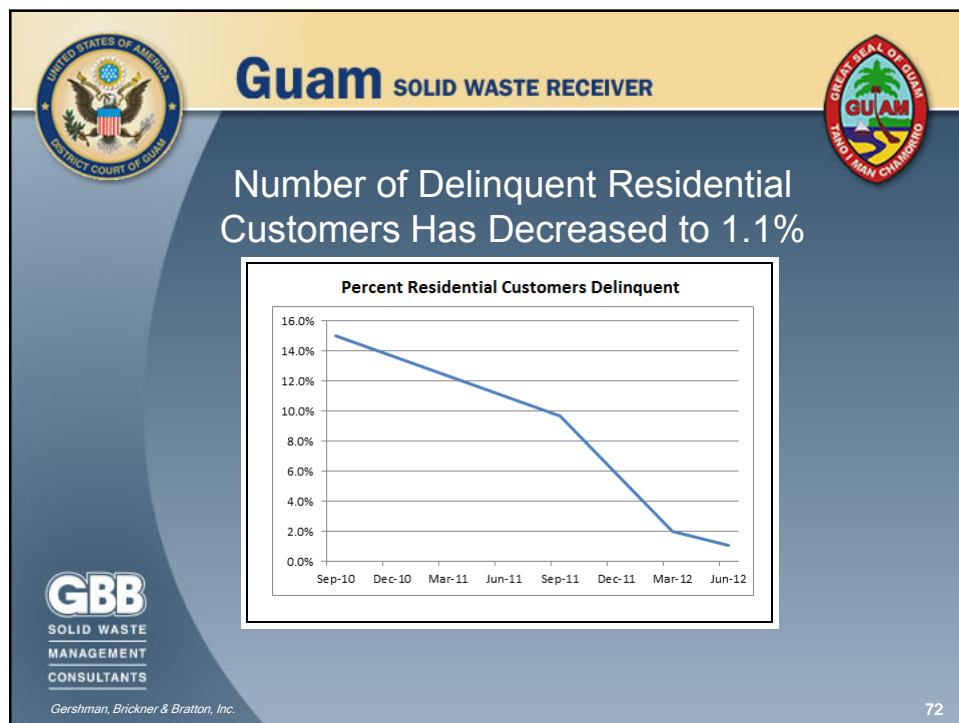
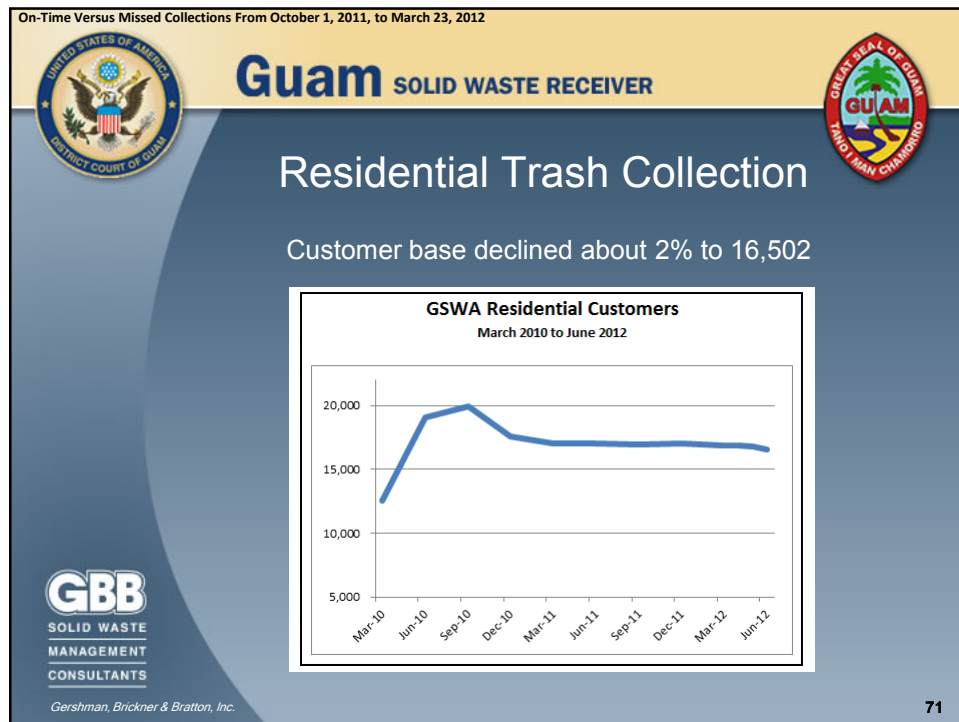
### Administration

- Continued development of Standard Operating Procedures to guide operations of GSWA
- Installed new phone system to improve customer service (1,500 calls/mo received for customer service, operations, procurement and human resources-98% answered)
- GSWA staff number 55, down 44% from early 2008 when GBB hired as the receiver



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## Guam SOLID WASTE RECEIVER

### Residential Trash and Bulky Waste Collection (April – June 2012)





- Performed 221,000 residential trash collections; 99.79% were on time
- No cart repairs needed during the quarter
- Performed 117 bulky waste collections; picked up 270 large items



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## Guam SOLID WASTE RECEIVER

### Residential Transfer Stations



- Customers can use 3 residential transfer stations
- Fees (effective September 1, 2011)
  - Under 3 CY \$7.50
  - Over 3 CY \$15.00
  - Recycling is free



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## Guam SOLID WASTE RECEIVER

### Curbside Recycling Pilot Program

Results after 12 months w/1000 residences :

- Contamination rate dropped from 14% in first quarter to 7% at end of fourth quarter
  - 5% considered excellent; 10% acceptable
- Overall set-out rate: 57%
- Set-out rate evaluated for 3 frequencies of collection

	Possible Set Outs Per Month	Actual Set Outs	Set-out Rate
Monthly	2,796	2,149	77%
Weekly	34,190	18,634	55%
Biweekly	4,326	2,584	60%
Total	41,312	23,367	57%



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## Guam SOLID WASTE RECEIVER

### Curbside Recycling Pilot Next Steps



- GSWA residential customers generate relatively small amount of material
- Subsequent procurement or contract negotiations will be needed to determine processing cost





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## Guam SOLID WASTE RECEIVER



### Military Build-Up on Guam

- Marines being relocated from Okinawa – 25,545 population
- Projected Military solid waste quantity in 2014 – 54,878 tons per year
- Additional Military infrastructure needed for collection, diversion programs, and disposal
- Opportunity to combine Military and GovGuam infrastructure needs, including closure of the base dump




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## Guam SOLID WASTE RECEIVER

### FINANCIAL ISSUES AND CAPITAL FUNDING




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## Guam


SOLID WASTE RECEIVER



View of new Layon Landfill, support facilities and approach road (under construction)


Ordot Dump closed August 31, 2011 and new Layon Landfill opened the next day!






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## Guam


SOLID WASTE RECEIVER



### Expenditures 11.9% Below Approved Budget for First 8 Months of FY2012

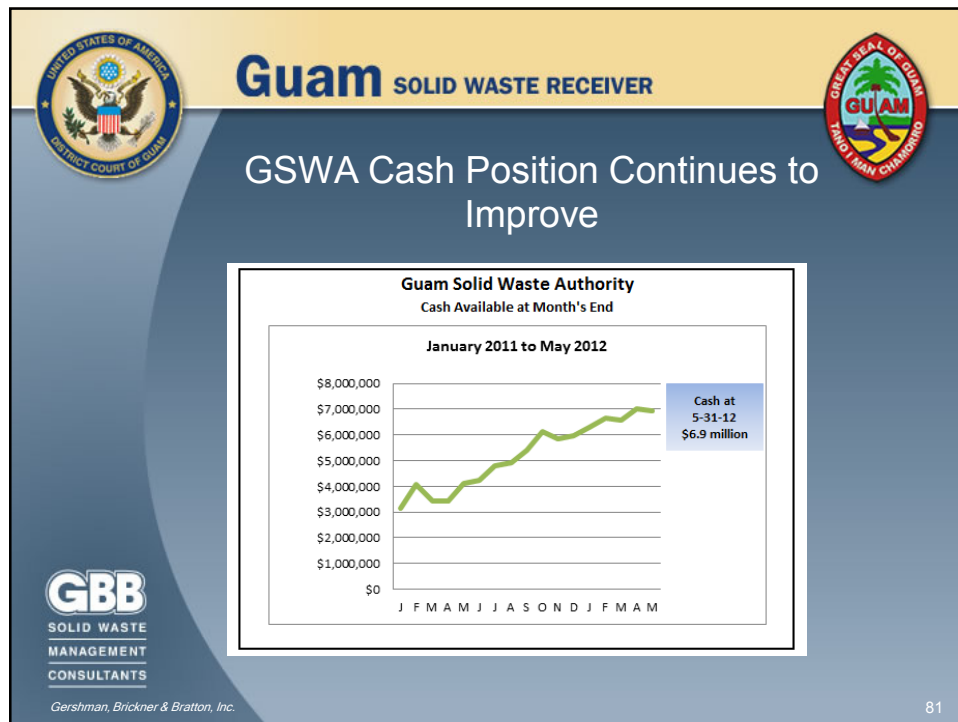
GuamSolid Waste Authority Summary of Operating Budget FY 2012 <small>October 1, 2011 to May 31, 2012</small>				
Item	Total Annual Budget	Budget to Date	Actual Spending / Revenue to Date	% over (under) Budget
Personnel Expenses	\$3,399,429	\$2,266,286	\$1,545,054	-31.8%
Other Expenses / Reserves	\$14,575,555	\$9,717,037	\$9,016,920	-7.2%
<b>Total Expenses / Reserves</b>	<b>\$17,974,984</b>	<b>\$11,983,323</b>	<b>\$10,561,974</b>	<b>-11.9%</b>
Total Revenue (All Sources)	\$15,947,000	\$10,631,333	\$11,618,344	9.3%
Budgeted From Fund Balance	\$2,027,984	\$1,351,989	\$0	-100.0%
<b>Total Funding Available</b>	<b>\$17,974,984</b>	<b>\$11,983,323</b>	<b>\$11,618,344</b>	<b>N/A</b>
<b>Surplus / (Deficit)*</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,056,370</b>	<b>N/A</b>

\* Surplus goes to reserve for future years (i.e., fund balance) and deficits are covered by the same reserve.  
 \*\* Budget revised in December 2011 to reflect revised rate model.



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**Guam SOLID WASTE RECEIVER**

### FY 2013 GSWA Operating Budget

**Guam Solid Waste Authority**  
**Operating Budget**  
**FY 2013**  
October 1, 2012 to September 30, 2013

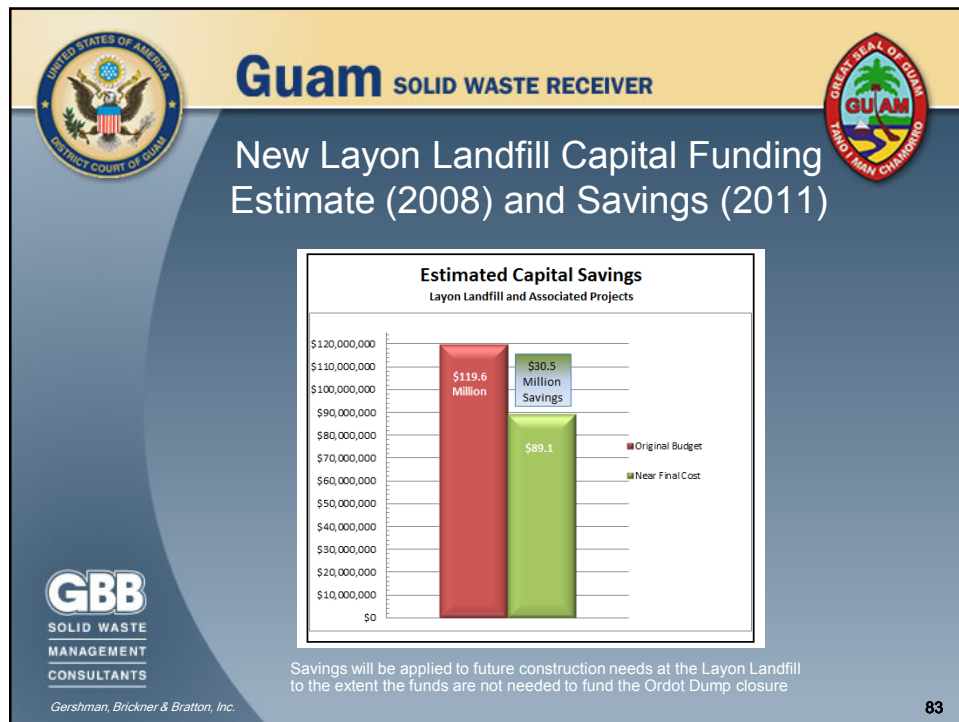
Item	Paid through Citibank	Paid through GovGuam	Total Budget
Personnel Expenses	\$ 900,000	\$ 1,778,600	\$ 2,678,600
Other Expenditures / Reserves	\$12,690,226	\$2,303,074	\$14,993,300
<b>Grand-total Expenditures / Reserves</b>	<b>\$ 13,590,226</b>	<b>\$ 4,081,674</b>	<b>\$ 17,671,900</b>
<b>Total Revenue (All Sources)</b>			<b>\$18,368,200</b>
<b>Surplus / (Deficit)**</b>			<b>\$696,300</b>

\* Budget assumes the current rate option. If the PUC approves the full Government Reimbursement option or a second landfill is approved, this item will need to be adjusted. \*\*Surplus goes to reserve for future years (i.e. fund balance) and deficits are covered by the same reserve.

Note: Approx. 22% of total Expenditures paid by GovGuam

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### Primary Rate Options Submitted to the Public Utilities Commission

Guam Solid Waste Authority 2013 Rate Options		
Customer Type	Current Rate*	Full Gov't Reimbursement Rate
Commercial (per ton)	\$172.00	\$225.00
Residential (per month)	\$30.00	\$35.00
Residential Transfer Station	\$7.50 / \$15	\$7.50 / \$15
Cost to GovGuam	\$7,483,397	\$0

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## Guam

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### Waste Disposed at Layon Landfill

**Change in Waste (Tons) Disposed at Layon Landfill**  
 By Customer Group  
 October through June

Customer Group	FY 2011	FY 2012	% Change
Residential	14,901	15,264	2.4%
Commercial	38,063	40,368	6.1%
Military	-	6,006	N/A
Government	1,660	1,650	-0.6%
Mayors	1,072	1,040	-3.0%
Transfer Stations	3,972	4,130	4.0%
Other	27	78	190.2%
<b>Total</b>	<b>59,696</b>	<b>68,537</b>	<b>14.8%</b>


Note: Prior to September 1, 2011 waste disposal was at the Ordot Dump.



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## Guam

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### What They Say About GBB



In a Court Order dated March 17, 2008, U.S. District Court Judge Frances M. Tydingco-Gatewood appointed GBB to be Receiver with full responsibility for bringing the Guam Solid Waste Management Division (SWMD) into compliance with the 2004 Consent Decree for violation of the Clean Water Act.

"After approximately three years and five months since its appointment, the Receiver has effectively dealt with many challenges to reach two major milestones under the Consent Decree—the closing of the Ordot Dump and the opening of the Layon Landfill. The court commends the Receiver for its efforts and the tremendous progress it has made thus far."


Chief Judge Frances Tydingco-Gatewood  
 statement in a Court Order dated September 2, 2011



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The slide features a yellow header bar with the text "Guam SOLID WASTE RECEIVER" in blue. On the left of the header is the Seal of the United States of America, and on the right is the Great Seal of Guam. The main body of the slide has a blue background with a large image of a sunset over the ocean. Overlaid on the sunset image is the text "Si Yu'us Ma'ase" and "(Thank You)". In the bottom left corner, the GBB logo is displayed with the text "SOLID WASTE MANAGEMENT CONSULTANTS" and "Gershman, Brickner & Bratton, Inc." below it. The number "87" is in the bottom right corner.

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Si Yu'us Ma'ase  
(Thank You)

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