



# A REPORT TO OUR CITIZENS FY 2023 CITIZEN-CENTRIC REPORT



OCTOBER 2022 - SEPTEMBER 2023

## 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.

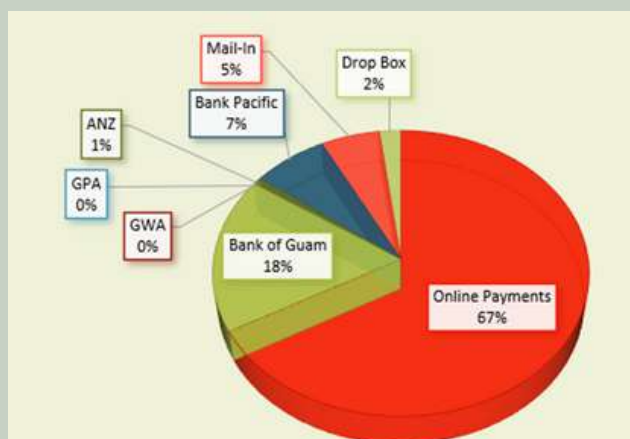
## SERVICES

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

## CUSTOMER DEMOGRAPHICS

Customer Type	Count
Residential Customers	21,636
Commercial Customers	42
Government Customers	49

## CUSTOMER PAYMENT BY SOURCE



## TABLE OF CONTENTS

- 01 About GSWA
- 02 Performance
- 03 Finances
- 04 Outlook

## LEADERSHIP

### MANAGEMENT TEAM

**Irvin L. Slike,**  
General Manager

**Kathy B. Kakigi,**  
Comptroller

**Alicia Fejeran,**  
Chief of Administration

**Roman B. Perez,**  
Superintendent of Operations

### BOARD OF DIRECTORS

**Andrew Gayle,**  
Chairman

**Minakshi Hemlani,**  
Vice Chairwoman

**Peggy Denney,**  
Secretary

**Jim Oehlerking,**  
Member

**Cora Montellano,**  
Member



## CONTACT INFO

### GSWA Main Office

546 N. Marine Corps Dr.  
Tamuning, Gu 96913

**Hours:** Mon-Fri, 8:00am to 5:00pm

**Tel:** 671-646-3111

**Fax:** 671-649-3777

**Email:** [customerservice@gswa.guam.gov](mailto:customerservice@gswa.guam.gov)

**Website:** [guamsolidwasteauthority.com](http://guamsolidwasteauthority.com)

# OUR PERFORMANCE

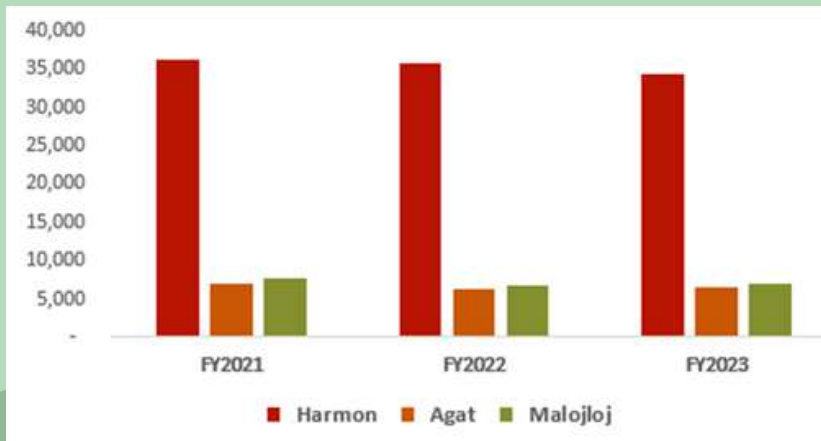
	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Layon Landfill Tonnage	98,235	96,903	111,126
Hauler Transfer Station Tonnage	84,972	84,831	98,342
Household Hazardous Waste Customers	5,597	5,407	4,397
No. of Walk-Ins (Customer Service)	8,952	10,225	11,724
New Customer Registrations	2,363	2,110	2,363
Paperless Invoices sent	87,815	101,286	104,508

## ACTIVE RESIDENTIAL CUSTOMERS

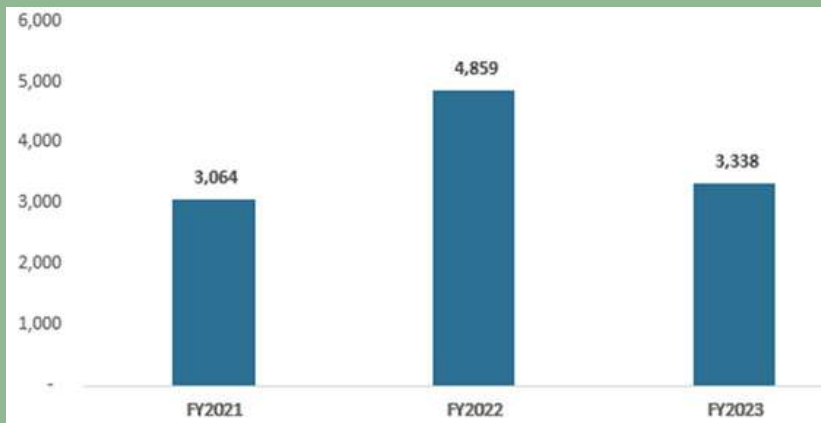


21,636 customers as of Sep 30, 2023

## NO. OF CUSTOMERS SERVED RESIDENTIAL TRANSFER STATIONS



## NO. OF CUSTOMERS SERVED BULKY WASTE COLLECTION

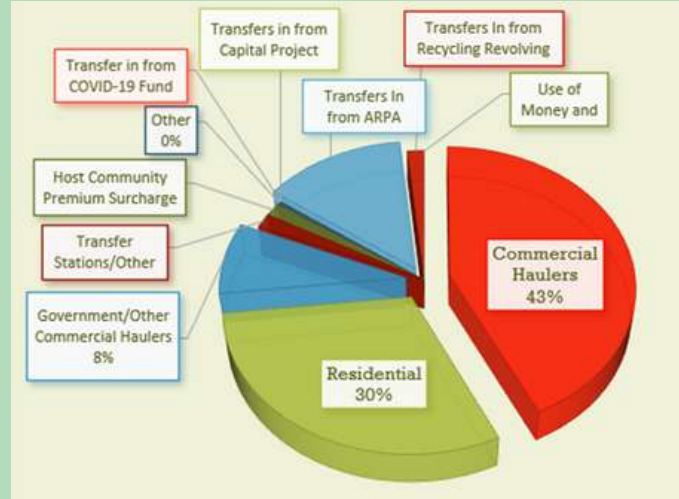


# FINANCES

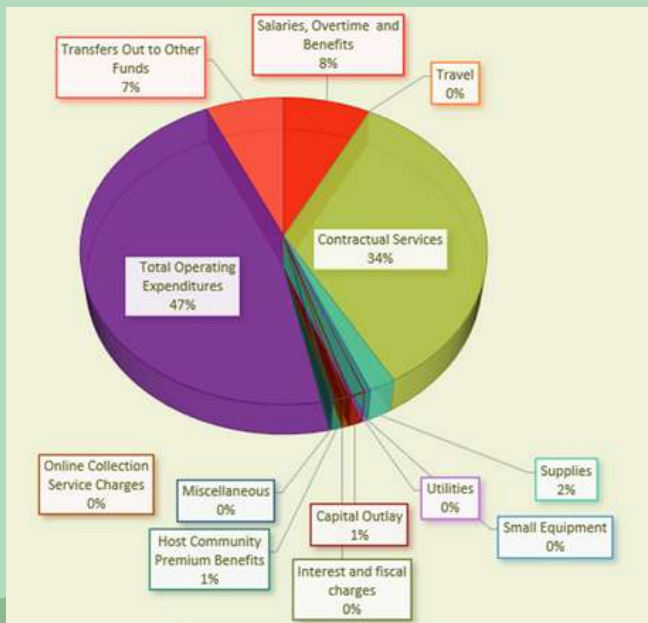
An independent audit of Solid Waste Operations Fund was conducted by Ernst & Young, LLP resulting in a clean opinion. The Office of Public Accountability released GSWA's audited financial statements on April 03, 2024. More information can be found on our website at [guamsolidwasteauthority.com](http://guamsolidwasteauthority.com).

## OPERATING REVENUES

	FY2023	FY2022	FY2021
Commercial Haulers	11,008,769	9,127,106	8,781,693
Residential	7,789,913	7,807,752	7,442,841
Government/Other Commercial Haulers	2,102,919	865,497	1,435,709
Transfer Stations/Other Fees	418,847	415,819	447,656
Host Community Premium Surcharge Fees	375,780	323,690	325,188
Other	108,862	245,516	86,003
Transfer in from COVID-19 Fund	0	0	55,552
Transfers in from Capital Project Fund	0	850,194	0
Transfers In from ARPA Fund	3,473,564	2,393,778	545,732
Transfers In from Recycling Revolving Fund	400,000	0	0
Use of Money and Property	2,418	1,586	3,104
<b>Total Revenues:</b>	<b>25,681,072</b>	<b>22,030,938</b>	<b>19,123,478</b>



Tipping fee revenues increased by \$3.1m primarily due to increased waste from Typhoon Mawar.



## OPERATING EXPENSES

	FY2023	FY2022	FY2021
Salaries, Overtime and Benefits	3,388,155	2,453,367	2,405,842
Travel	14,485	11,421	3,536
Contractual Services	15,227,649	14,710,599	13,706,424
Supplies	860,740	494,644	301,303
Small Equipment	33,517	25,963	628
Utilities	184,108	175,541	144,470
Capital Outlay	464,753	188,760	45,980
Online Collection Service Charges	218,817	205,831	183,279
Interest and fiscal charges	0	0	0
Host Community Premium Benefits	375,780	323,690	325,189
Miscellaneous	50,544	255,794	43,294
<b>Total Operating Expenditures</b>	<b>20,818,548</b>	<b>18,845,610</b>	<b>17,159,945</b>
Transfers Out to Other Funds	3,045,854	3,044,146	3,042,521
<b>Total Expenditures:</b>	<b>23,864,402</b>	<b>21,889,756</b>	<b>20,202,466</b>

In July 2019, GovGuam issued \$27.6 million 2019 Series A General Obligation Bonds to pay for the construction of Cell3 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

	FY2023	FY2022	FY2021
<b>Revenues:</b>			
Use of Money and Property	10,824	961	1,119
<b>Expenditures:</b>			
Capital Projects	0	0	11,021,523
Transfers Out to SWOF	0	850,194	0
<b>Total Expenditures</b>	<b>0</b>	<b>850,194</b>	<b>11,021,523</b>

### Debt Service Fund

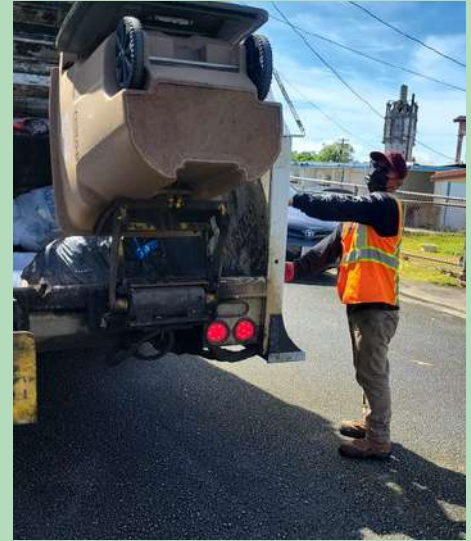
	FY2023	FY2022	FY2021
<b>Revenues:</b>			
Use of Money and Property	280,449	8,048	836
Transfer In from GF	20,989,875	20,989,625	20,981,875
Transfer In from SWOF	3,045,854	3,044,146	3,042,521
<b>Total Revenues:</b>	<b>24,316,178</b>	<b>24,041,819</b>	<b>24,025,232</b>
<b>Expenditures:</b>			
Principal	13,340,000	12,690,000	12,060,000
Interest	10,647,500	11,298,250	11,919,500
<b>Total Expenditures:</b>	<b>23,987,500</b>	<b>23,988,250</b>	<b>23,979,500</b>

# CHALLENGES

- Collections
- Employee Adaption to Technology
- Late Delivery of Fleet Components
- Establishment of Cart Replacement Program
- Developing Long-Term Infrastructure Plan for Layon

GSWA will encounter challenges in implementing a computerized routing system, both in terms of technology and employee training. This new system will facilitate a 5-day collection schedule for Refuse and Recycling, as well as the ability to identify customers in arrears and halt service without confiscating bins. This will save GSWA significant time and costs associated with reinstatements.

Truck deliveries are expected in mid to late 2025, with carts purchases extending into late 2026. GSWA will implement a systematic cart replacement program to update older carts before they fail completely. Additionally, a Pilot Program will be launched to assess Pig-Proof carts. GSWA will also review the Cell and Closure construction program at Layon, with potential cost savings achievable through the construction of small cells above the seasonal high groundwater level. These disposal cells will be gradually closed to reduce leachate production and financial liability while the landfill remains operational.



# OUTLOOK

## PROCUREMENT OF ELECTRIC FLEET

GSWA plans to acquire a new Electric Fleet and utilize-used Cooking Oil to fuel the remaining diesel fleet in line with the island's efforts to reduce fossil fuel consumption.

## 5-Day Refuse & Recycling Collection

The agency aims to enhance efficiency by introducing a 5-day Refuse and Recycling Collection Schedule.

## SPECIAL WASTE

GSWA has been authorized to accept Special Waste at Layon, including Contaminated Soil, Asbestos, Treated Wood, Fats, Oils and Grease(FOG). Part of the FOB will be converted into Bio Diesel to power the remaining Diesel Fleet Trucks.

## Upgrade Customer Service

Computerized routing will ensure all routes are covered and all households serviced. With a Focus on customer convenience, GSWA intends to offer an improved user-friendly webpage for easier access to notifications and more payment options.



---

**Fwd: Citizen Centric Report FY2023**

---

**Office of Public Accountability - Guam** <admin@guamopa.com>

Thu, Jun 20, 2024 at 2:16 PM

To: Mariella Cruz &lt;mcruz@guamopa.com&gt;, Thomas Eladio Battung &lt;tbattung@guamopa.com&gt;

----- Forwarded message -----

From: **Joanne Flores** <joanne.flores@gsua.guam.gov>

Date: Wed, May 29, 2024 at 2:32 PM

Subject: Citizen Centric Report FY2023

To: Office of Public Accountability &lt;admin@guamopa.com&gt;, Speaker Therese M. Terlaje

&lt;speaker@guamlegislature.org&gt;

Cc: Irvin Slike &lt;irvin.slike@gsua.guam.gov&gt;, Alicia Fejeran &lt;alicia.fejeran@gsua.guam.gov&gt;, Kathrine Kakigi

&lt;kathrine.kakigi@gsua.guam.gov&gt;, Keilani Mesa &lt;keilani.mesa@gsua.guam.gov&gt;

Hafa Adai!

Attached is GSWA Citizen Centric Report for Fiscal Year ending September 30, 2023.

If you have any questions, please contact our Comptroller, Mrs Kathrine Kakigi via email at [kathrine.kakigi@gsua.guam.gov](mailto:kathrine.kakigi@gsua.guam.gov).

Thank you and have a good day.

**Joanne M.A. Flores**

Management Analyst

Guam Solid Waste Authority

[546 N. Marine Corps Drive](#)[Tamuning, Guam 96913](#)

(671)647-5058

email address: [joanne.flores@gsua.guam.gov](mailto:joanne.flores@gsua.guam.gov)**GSWA CCR FY-2023 updated 05 29 2022 02 27pm.pdf**

4794K