



**GUAM SOLID WASTE AUTHORITY  
BOARD OF DIRECTORS' MEETING MINUTES  
Thursday, February 11, 2021  
1:05 pm-2:43 pm  
Guam Solid Waste Authority Via Video Conference**

**I. Call to Order**

The Guam Solid Waste Authority (GSWA) Board of Directors' meeting was called to order by Chairman Gayle at 1:05 p.m.

**II. Roll Call**

**Board Members:**

Andrew Gayle	Chairman
Minakshi Hemlani	Vice Chairwoman
Margaret Denney	Secretary

**Management & Staff:**

Larry J. Gast	General Manager
Pedro A. Leon Guerrero Jr.	Assistant General Manager
Katherine Kakigi	Comptroller
Alicia Fejeran	Chief of Administration
Roman Perez	Operations
Jesse Murakami	Safety Officer

**Guests:**

Ken Orcutt	Office of the Attorney General of Guam
Charlene Flores	Office of Senator Perez
Gerry Partido	PNC
Peter Santos	KUAM

**III. Approval of Minutes**

The Board reviewed the minutes for the Board meeting held on January 14, 2021. Vice Chairwoman Hemlani made a motion to approve the minutes and the motion was seconded by Secretary Denney. The motion was passed unanimously.

**IV. Reports**

**a. Management Reports**

**i. Operational Update – Review Budget Re-allocation**

Comptroller Kakigi presented 1<sup>st</sup> Qtr. Revenues for FY21. She stated there was a decrease of 21% in the Commercial Hauler revenues; however, it is offset by the increase in Residential collections and residential Transfer Station revenues. Comptroller Kakigi stated that based on the first quarter, GSWA is tracking ahead of projections. She highlighted that because GSWA lost two Government of Guam employees there was an increase in the PHR expenses for contractual employees. She also reported that there should be a savings in the Layon expenses due to the decrease in tonnage; however, more tonnage is being disposed of at the Hauler Only Transfer Station. She added that the reason for the increase in tonnage at Hauler



Only Transfer Station is primarily due to the failing trucks. Comptroller Kakigi stated that GSWA needs to purchase new trucks. Comptroller Kakigi also requested that the Board divert \$880,635 from reserves and apply it to the Personnel Costs, Fleet Maintenance, and purchasing new trash carts.

General Manager Gast stated he had a discussion with GHD regarding assisting GSWA with presenting a rate case with the PUC and was told it would cost around \$35,000-\$45,000.

Vice Chairwoman Hemlani made a motion to approve GSWA's Management Team's request to divert \$880K from the reserves and reallocate it to cover expenditures for personnel costs, fleet maintenance, and capital purchases. The motion was seconded by Secretary Denney. The motion was passed unanimously.

Comptroller Kakigi presented the Trash Talk for the 1<sup>st</sup> Qtr. of FY21 and provided comparatives for FY20 for the same period. Comptroller Kakigi highlighted that the increase in customers using the residential Transfer Stations is primarily due to COVID19 and not being registered for curbside collection service.

The management team highlighted that the decrease in tonnage at Layon and the increase at the Hauler Only Transfer Station was primarily due to the GSWA trucks not being able to make it to Layon during the Monday to Wednesday routes. Assistant General Manager Leon Guerrero Jr. explained the measures he has been taking to try and reduce Fleet maintenance costs. He stated one of the costs he hopes to cut is the purchasing of lubricant directly. He also stated they are trying to investigate the many reasons as to why there are breakdowns to include the performance of the drivers and their care. General Manager Gast highlighted that if GSWA moves to Mandatory Trash Collection, that the Operations Department will most likely need to be moved to Layon. Comptroller Kakigi went over the numbers with the major expenditures. She highlighted the contamination rate with the recycling charges. Secretary Denney questioned the contamination rate of 80% and was informed by Comptroller Kakigi that this may include water weight. The management team went over the costs of the trucks again and how most of them need to be surveyed and replaced. Comptroller Kakigi highlighted the personnel costs and stated the loss of two Classified employees. Chief of Administration Fejeran briefly went over the operational and customer service statistics. She also went over the billing methods and stated there is still a higher number of people on the paper billing side. She stated that a majority of the customers are online paying customers; however, they just are not clicking the paperless option. Management highlighted that Comptroller Kakigi has been working to find a resolution to the increase of charges coming from the Bank of Guam. Comptroller Kakigi stated that she is working with GWA and GPA regarding accepting GSWA customer payments. COA Fejeran also reported on the challenges with calls and voicemails during the first quarter and how it was primarily regarding the shortage of trash bins.

## **b. Committee Reports**

### **i. GM Search / Succession Plan**

Vice Chairwoman Hemlani stated that one application was received and one inquiry was received. She stated that the statute is very restrictive with the type of degrees accepted and that it is hindering the search for a GM. She recommends that the Board amend the statute or



look to expand the types of degrees accepted. Attorney Orcutt stated GSWA would most likely need a legislative approval for the change in the statute. Attorney Orcutt asked to send the CVs to him so he can look into the specifics of the applicant's degree.

ii. **Zero Waste Round Table**

Chairman Gayle inquired if there was a meeting. Secretary Denney stated she is unaware of any committee meeting. She stated she will try and have an update at the next meeting.

V. **Unfinished Business**

a. **Status of Receivership**

i. **Ordot Post Closure Update**

Attorney Orcutt informed the Board that no report has been submitted at this time. He stated a new draft of the report will be circulated but has not seen anything yet. He speculates that the USEPA may want to extend the deadlines at this time. Attorney Orcutt will update the Board as soon as an update is available.

b. **Mandatory Trash Collection**

Chairman Gayle stated that there was a draft straw plan that was sent to him. General Manager Gast stated that they should discuss it at the next meeting. Chairman Gayle stated he will call for a meeting in another two weeks to go over the straw plan. Chairman Gayle wants to be able to provide a recommended plan to Senator Perez.

c. **CIP Grant Request Update**

General Manager Gast has to provide an update to Bertha Duenas and get back to management.

d. **Rate Update**

Chairman Gayle would like to meet with management about this and work on a timeline and strategy to present to the Board.

e. **Policy and Procedures Update**

Chairman Gayle would like to meet with management about this and work on a timeline and strategy to present to the Board.

f. **Cell 3 Construction Update**

General Manager Gast reported that Northwest Lining is installing material quicker than CTI can prepare space for them. The liner system should be completed at an earlier time, around either April or early May, if CTI can move quicker.

VI. **New Business**

Chairman Gayle stated he received a letter from Senator Joe San Agustin asking for a waiver of tipping fees for a cleanup this weekend. General Manager Gast stated that he believes that the legislation reads that it has to be a non-profit or charitable organization as a requirement to be waived. Chairman Gayle stated that Assistant General Manager Leon Guerrero should speak with the Senator about the requirements for the waiving of tipping fees.

Assistant General Manager Leon Guerrero went over the meeting with G3 lead by Dr. Shelton. He stated that they went to Mr. Rubbishman and the President of Guahan toured the facility with Dr. Shelton and his associates.

VII. **Open Discussion**

None.

VIII. **Public Forum**

None.



**IX. Next Meeting**

The next Board meeting is scheduled for Thursday, February 25, 2021 via video conference at 1 p.m.

**X. Adjournment**

Secretary Denney moved to adjourn meeting at 2:43 p.m. The motion was seconded by Vice Chairwoman Hemlani and passed unanimously.