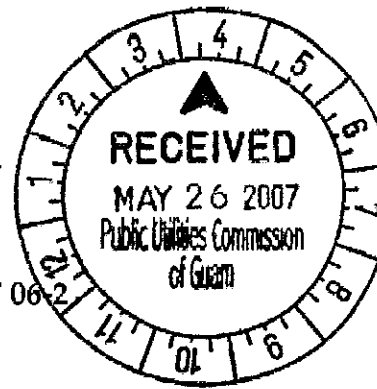


BEFORE THE GUAM PUBLIC UTILITIES COMMISSION

FOCUSED MANAGEMENT AUDIT  
OF DEPARTMENT OF PUBLIC  
WORKS SOLID WASTE  
MANAGEMENT DIVISION

DOCKET 06-2



ORDER

By its February 1, 2007 Order in this docket [*Order*], the Guam Public Utilities Commission [*PUC*] made findings and recommendations for institutional change, which in its judgment is essential to empower the Government of Guam's [*GovGuam*] compliance with the Federal District Court's [*Court*] Consent Decree [*Decree*]<sup>1</sup>. The Order was issued during a perceived sense of urgency, given a pending status hearing before the Court regarding GovGuam's chronic violation of the Decree.

During the 113 days since the Order, PUC has observed a further deterioration of events and circumstances, which obstruct GovGuam's ability to comply with the Decree<sup>2</sup>. Moreover, the statutory framework for PUC regulation of solid waste management has been compromised. The following determinations support this conclusion.

1. PUC's regulation of solid waste management is grounded on the mandate in 12 GCA section 5118(f) that:

All tipping, user and other fees authorized under this Section and collected based on duly established rules and regulations or on a PUC order shall be deposited in a special fund designated and hereby established as the Solid Waste Operations Fund. All tipping/user fees in the Fund shall be used *solely* for solid waste management practices and pursuant to PUC order, for the payment of regulatory costs and expenses as may be incurred by PUC in performing its regulatory duties under subsection (e).

The integrity of the Solid Waste Operations Fund [*Fund*] is

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<sup>1</sup> Consent Decree dated February 2, 2004 in Federal District Court of Guam Civil Case 02-22 [*USA v. Government of Guam*].

<sup>2</sup>See Georgetown Consulting Group's March 16, 2007 and May 4, 2007 reports – made Attachment A to this Order.

essential for several reasons: a] it creates a dedicated revenue stream, which would support revenue bond financing for Decree mandated projects; b] it establishes the basis for PUC to regulate procurements and obligations, which would be funded by ratepayer revenues; and c] it underlies the regulatory principle that ratepayer revenues from regulated services should not subsidize nonregulated services<sup>3</sup>.

2. The enactment and implementation of Public Law 29-150 has compromised the Fund's integrity<sup>4</sup> and the logic for PUC regulation. Section 5 of Chapter IV of this law empowers the Governor to transfer into the General Fund any cash available from any special fund or revolving fund to finance the general appropriations authorized in the public law. As a result, solid waste rate revenues are now subject to being commingled with general funds for such uses and priorities as the Executive Branch deems appropriate. Accordingly, the regulatory principle, upon which PUC regulation of solid waste rates and charges is grounded no longer exists.
3. The compromise of the Fund as a dedicated "locked box" for solid waste rate revenues makes PUC's regulation of solid waste management contracts and obligations without purpose. The regulatory purpose for contract regulation is to assure that contracts, which will be funded through ratepayer-sourced revenues, are reasonable and prudent. As the General Fund will henceforth be the funding source for solid waste procurements, no further useful purpose is served by PUC's regulation of these procurements and obligations as they are no longer linked to rate revenues.

After due consideration of the above determinations, for good cause shown and on motion duly made, seconded and carried by the undersigned commissioners, **IT IS HEREBY ORDERED THAT:**

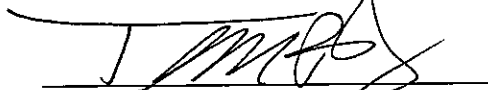
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<sup>3</sup>In its October 27, 2005 Rate Order, PUC increased solid waste rates as a first step in creating the rate revenue stream necessary to support the anticipated \$90 million financing required to comply with the Consent Decree. The rate order requires that the revenues produced by the increase be escrowed in the Fund as *debt service related* and remain untouched unless authorized by PUC. Had PUC known that its regulatory authority in section 51118(f) [*the integrity of the Solid Waste Management Fund*] would be compromised by Executive transfer authority, the 2005 rate increase would not have been awarded.

<sup>4</sup> See the January 19, 2007 *Memorandum Opinion* on this subject, made **Attachment B** hereto.

1. Unless otherwise authorized by PUC's chairman, PUC shall suspend all regulatory activities regarding solid waste rates, contracts and obligations until the Fund's integrity is restored.
2. PUC renews its pledge that upon the issuance of a Court mandate regarding Consent Decree compliance, it stands ready to discharge any duties and responsibilities assigned to it under the mandate. A continuation of the status quo will only cause a further deterioration of; a] the quality of service to solid waste customers; b] the general public health and welfare; and c] the Government's ability to comply with the Consent Decree.
3. A copy of this Order shall be transmitted to the Governor of Guam, to Speaker of the 29<sup>th</sup> Guam Legislature and to the Director of Public Works.

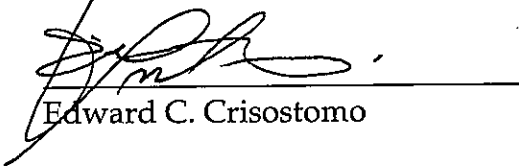
Dated this 24 day of May 2007.



Terrence M. Brooks



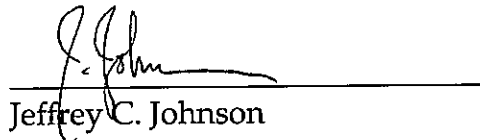
Joseph M. McDonald



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Edward R. Margerison  
Jean Dorrell

March 16, 2007

Harry Boertzel, Esq. ALJ  
The Guam Public Utilities Commission  
Suite 207, GCIC Building  
Hagatna, Guam 96932

**Re: DPW Petition for PUC Review and Approval of the Pay As You Throw Program**

Dear Harry:

This letter is in response to your instructions that GCG proceed with an initial review of the Pay As You Throw (PAYT) petition filed by DPW for PUC review and approval on January 23, 2007. As you know, DPW along with GovGuam are involved in court proceedings regarding an action filed on behalf of the USEPA seeking an enforcement of the Consent Order entered into by the Government of Guam in 2003. A final ruling has not been entered in this proceeding and we believe that such a ruling would have a direct impact on the PAYT proposal. We therefore recommend that at this time we identify the basis upon which we recommend that the PUC evaluate the proposal and to indicate how this evaluation could be impacted by the impending Court decision.

OVERALL CONTEXT

We believe that in order to appropriately evaluate the petition presented by DPW it would be helpful to review the current context of DPW operations. In this regard GCG has prepared and presented to the PUC two Management audit reports. While it is not necessary to repeat all of the findings here, we identified the following major problems and conditions:

- Residential collection operations were in disarray. Collections were missed and the required equipment for operations were inadequate and in need of repair.
- Collection of billings for residential customers were abysmal (less than 50% collection ratio) – a fact conceded by DPW. Customer data bases were inadequate and the billing and collection systems did not appear to operate.
- Commercial haulers had substantial payables to DPW based on allegedly having not received timely bills from DPW or not having received payment from their customers.
- The required privatization of at least two thirds of the residential collection routes had not been implemented as required by law (due 2002). As of this date no petition has been received for this by the PUC.
- The existing landfill was operating without a functioning scale and the Director of DPW continually complains that his budget does not have adequate funds to operate the landfill efficiently and safely.
- Transfer stations for Household Hazard Waste Materials are not available.

- DPW was and continues to be in gross violation of all of the major deadlines contained in the Consent Decree.
- DPW has put on hold its plans to proceed with an initial bond issue to fund the critical initial phases of the closure of the existing landfill and to construct a new landfill. Contrary to the advice of its financial advisors DPW now states that it believes that investigation into private financing might provide the optimal way to proceed. In light of this development there does not exist currently a Financial Plan to proceed that has been reviewed and approved by DPW's financial advisors.

It is within this broader context that the DPW petition must be reviewed. While many of the above points relate directly to evaluation of the decal program others are presented to suggest that DPW's future is subject to a host of considerations such as possible legislation, court rulings and organizational changes.

We believe that the decision of the court in the current proceeding would have a major impact on dictating the future course of DPW actions. The evaluation of this petition must be made in the context of this impending decision. Our recommendations are contained below.

DPW's petition attempts to deal with a small portion of the problems above—namely improving cash collections and perhaps reducing the need for residential billing and accounts receivable systems. DPW represents that it believes its approach is based on the successful experience of other communities and represents that it will have the following advantages without fully explaining how the benefits would be achieved:

- improve residential collection; many issues of affordability and efficient collection of residential waste remain to be dealt with;
- create a targeted lifeline rate; the definition of lifeline eligibility has not been completed yet.
- result in a complete database of residential customers; the creation of a complete residential database is suggested by DPW as perhaps a precursor to mandatory residential fees and charges. In order for residential collection to be mandatory for all potential residential customers (perhaps with certain exemptions for condos, etc.) there will need to be an evaluation whether legislation is required.
- Improve DPW cash flow.

## EVALUATION OF THE PETITION

In evaluating the proposed petition we recommend that the following framework be used:

The overall goals for evaluation of DPW proposals should be twofold:

- a **public health interest** in collecting and properly disposing of all residential waste; and
- an **economic interest** in maximizing *just and reasonable* residential collection revenues to fund Consent Decree compliance.

The benefits claimed by DPW for their proposal as listed above appear to be focused on improving cash flow and perhaps reducing the need for billing systems. It appears to be a selective recommendation that may have merit but with significant implementation hurdles. For one issue, the proposal requires legislation to even permit the concept of prebilling for the decals that are to be used

as a fundamental tool. Our attendance at prior legislative hearings indicated many questions and doubts by legislators on the recommendation of implementing the decal program. In addition, as stated before, the impending court decision and any resulting operational and organizational changes could have a major impact on DPW and its petition. Therefore, even assuming that the decal program was found to be the best platform for billing and collection, legislative approval for prebilling would be a necessary condition for implementation.

We would recommend that the following approach to the evaluation of the petition:

- Evaluate whether any current circumstance in any way changes the statutory requirement that DPW privatize residential collection by October 2002. PUC still awaits a petition from DPW for this mandated procurement. Within the context of privatization the PUC and DPW should explore and study whether the privatization process should be implemented by management contract or by awarding a franchise. The PAYT program will impact the requirements of privatization. The elements of what should be included within the context of privatization and its relationship to PAYT should also be studied and determined:
  - Equipment;
  - Personnel;
  - Billing and collection responsibility;
  - Customer of DPW or private manager.
- Given the scope and importance of the progress needed to comply with the Consent Decree, should the participation of all customers be required in the collection process as DPW has recommended to the PUC on several occasions orally at regulatory conferences? Many issues are raised by this question and we recommend that GCG provide both a legal and policy analysis of the issues raised:
  - Would a mandatory program be organic? If collection is mandated for residential customers, must it also be mandated for commercial customers? Should businesses be required as a condition for obtaining/renewing a business license, to certify that they have commercial collection service?
  - Would a mandatory residential decal system be feasible?<sup>1</sup> How many current residential waste customers are there? How many customers would there be if a mandatory program were established?<sup>2</sup>
  - Would a mandatory system mean that residential customers would no longer have the option to self-haul their trash to either a transfer point or to the landfill? This issue should be evaluated in conjunction with the determination of the implementation of the life line program. Should self-haul be expanded as a simple lifeline alternative to curbside service and perhaps made free for an extended grace period to get residential trash where it belongs into the landfill?

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<sup>1</sup> Concern has been raised about: (a) public acceptance of the program; (b) administrative complexities and barriers; (c) theft of decals and bags; and (d) whether it would be counterproductive to the public health goal of maximizing residential collection. These concerns be surfaced and reviewed .

<sup>2</sup> As a point in comparison, we note that the program to require GWA customers to hook up to sewers has met great resistance despite legislation.

- Should residential condo, gated communities and apartments, which use commercial collection service, receive a waiver? What about military residences, both on and off military installations?
- Who would enforce mandatory residential collection? In prior regulatory meetings GEPA's GM has pleaded lack of funds to enforce solid waste laws.
- What, if any, role does the Solid Waste Management Plan, prepared by GEPA pursuant to 10 GCA 51119 play in the process of fixing residential collection? Does such a plan exist as the legislature did not approve the filed plan?
- GCG should evaluate the "other options" for billing and collection platforms referred to by DPW but not discussed in detail. We believe that this is a reference to other means yet of billing and collecting for the residential collection process.<sup>3</sup> The decal program must be evaluated in light of these alternatives proposed by DPW for consideration. An initial review of these alternatives should be undertaken by GCG in its evaluation of the decal program. GCG should access resources already under contract by DPW to assist in this analysis as needed.<sup>4</sup>
- GCG should explore the important linkage between: (a) the privatization of residential collection; and (b) the creation of an island-wide customer base and a workable process for billing and collecting for this service. We have been told by DPW that unless this linkage is established, existing commercial waste collectors will be reluctant to take over residential collection. In addition, enlarging the customer base and increasing the collection rate is essential to access the bond market. Evaluation of the potential financial rewards for the collection of government waste should also be evaluated.

Finally, we point out that the petition filed by DPW does not contain the materials required by the Contract Review Protocol. As such it will require GCG to undertake analysis from ground zero. The petition is an attempt by DPW to address a serious cash flow and billing and collection problem. This situation is further complicated by the various external events such as the critical court proceeding currently in progress. We recommend that GCG be given the authorization to proceed with our review and to have a report to you by May 10, 2007 for review at the next regulatory session.


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<sup>3</sup> Such as a surcharge on property taxes as an alternative to the decal program. Choosing between such alternatives is largely a legislative prerogative although this engagement could identify the relative benefits and potential drawbacks of each program.

<sup>4</sup> This role is appropriate given that PUC's review of the petition is based both on its contract review protocol and on its section 51118(e) audit powers. For example, under HRD's contract, is it available for consultations with GCG regarding other options to the decal system and regarding how residential collection should be privatized.

If you wish to discuss any and all of the above, please do not hesitate to call.

Cordially,

A handwritten signature in cursive script that reads "Jamshed K. Madan". The signature is written in black ink and is positioned above the printed name.

Jamshed K. Madan

Cc: Larry Perez, Director, DPW  
Jim Baldwin, Esq.



Jamshed K. Madan  
Michael D. Dirmeier



Telephone (203) 431-0231  
Facsimile (203) 438-8420  
jkmadan@gmail.com

Edward R. Margerison  
Jean Dorrell

May 4, 2007

Harry Boertzel, Esq. ALJ  
The Guam Public Utilities Commission  
Suite 207, GCIC Building  
Hagatna, Guam 96932

**Re: DPW Petition for PUC Review and Approval of the Pay As You Throw Program**

Dear Harry:

This letter is written you to indicate that the current uncertainty related to organizational, operational and legal issues continue without resolution and therefore we have not been able to proceed as proposed to you in our letter of March 16, 2007.

This brief letter provides an update to our March 16, 2007 letter report concerning Department of Public Works (DPW) petition filed on January 23, 2007 to approve its proposed Pay As You Throw (PAYT) program for solid waste collection.

In our March 16 report we indicated that a final ruling in the enforcement proceeding filed by the USEPA requiring GovGuam and DPW to comply with provisions of the Consent Order would have significant implications on the proposed PAYT petition of DPW. As of this date no final action has been taken by the courts. We continue to believe that final action by the courts will have a major impact on dictating the future actions of DPW in collection and proper disposal of solid waste and in any evaluation of the proposed PAYT program.

Although we have not had direct contact with DPW through any formal process, articles in the local press indicate that the external and internal factors associated with DPW's operating environment have not changed notably. DPW collection operations continue to be in disarray, its collection of revenues from residential consumers poor, its accounts payable from commercial haulers excessive and questionable, and its operations impacted by inadequate equipment, resources, and capital. Not surprisingly it continues to be in gross violation of the Consent Decree with USEPA and has been unable to attract capital funds at any cost. Although, DPW has completed landfill option studies, reviewed collection alternatives, prepared various revenue and financial projections, no definitive course of action has yet to emerge. Further it has not taken any actions to privatize residential disposal collection as required by legislation dating back to 2002 or any other actions to properly collect and dispose of residential solid waste. The situation could also be caused by DPW waiting to see how the court decision would impact its future organization, operation legal requirements.

There is no question that DPW must improve both the level of revenues collected from residential customers as well as its collection of revenue (billing) from the customers it actually provides service. Otherwise, it simply will never have the necessary funds to meet the requirements of the Consent Decree. In its petition it has focused on improving revenues and revenue collection, and has presented a single alternative that it believes will allow it to accomplish this goal and improve the accuracy of its customer database. As mentioned in our March 16 report there are significant implementation hurdles associated with this single alternative as presented by DPW, such as, the need for legislation to permit pre-billing for the decals that would be used in the PAYT program.

DPW must move forward with a viable program for solid waste collection and improvements to its cash flow position. It has no other option. Consistent with our March 16 report, we recommend that:

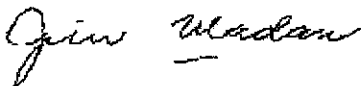
- No PUC action on the DPW proposal for the PAYT program be taken. Evaluation will be subject to substantial uncertainties that include:
  - Court imposed mandates;
  - Financial Plan consistent with the Court mandate;
  - Organizational requirements. Recommendations to a new agency under the CCU has not been acted on and remains an issue in dispute.
  - New legislation required to permit the PAYT program as recommended by DPW has not been drafted and we are not able to assess the probability that such legislation would be enacted.
  - Privatization of collection is not yet in the RFP stage.
- The PUC closely monitor the court proceedings and the privatization RFP.
- Monitor any proposals to fund Consent Order requirements.
- Monitor DPW actions relative to the Focused Management Audit PUC requirements.

The PAYT program may have been developed in response to DPW's weak financial position, operational problems and the need to develop a program that DPW could implement at the lowest out-of-pocket cost to DPW. This is not the optimal criteria that should be used for selecting a long term collection program. The final collection method should receive input from the outsourced or franchise provider of collection services to DPW. The collection method should be based upon adequate consideration of all reasonable methods available when all or sufficient certainty has been removed to allow for such decision making.

Whether an outsourced, franchise, or DPW solution is implemented for solid waste collection it is necessary that an island-wide customer data base exist. The GPA residential customer data base would be an excellent start.

If you wish to discuss any and all of the above, please do not hesitate to call.

Cordially,



Jamshed K. Madan

## MEMORANDUM

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**TO: GEORGETOWN CONSULTING GROUP**

**FROM: JAMES F. BALDWIN, ESQ.**

**SUBJECT: EFFECT OF 2007 BUDGET BILL ON INTEGRITY OF SOLID WASTE OPERATING FUND**

**DATE: JANUARY 19, 2007**

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### ISSUE PRESENTED

Whether the government of Guam 2007 budget bill ("PL 28-150") adversely affects the integrity of the Solid Waste Operating Fund ("SWOF") and is in conflict with stated intention in PL 28-56 to limit the use of the SWOF to solid waste management operations and regulatory costs.

### ANALYSIS

Section 1(g)-Chapter IV of PL 28-150 provides two lump sum appropriations to the Department of Public Works ("DPW"), one of which appropriates \$5,822,582<sup>16</sup> to the SWOF. Section 5-Chapter IV of this same public law provides:

**Special Fund Transfer.** *I Maga'lahen Guåhan* is authorized to transfer to the General Fund any cash available from any Special Fund or Revolving Fund to fund the appropriations authorized in this Act, provided that such authority shall not extend to Trust Funds; the Historic Preservation Trust Fund; the Tourist Attraction Fund; the Customs, Agriculture and Quarantine Inspection Services Fund; the Healthy Futures Fund; the Wildlife Conservation Fund; Special Funds under the purview of the Guam Environmental Protection Agency; and funds under the purview and administration of *I Liheslaturan Guåhan*, the Judiciary, the Guam Memorial Hospital Authority, the Guam Public School System and those departments

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<sup>16</sup> The level of the Fiscal 2007 budget for Solid Waste Management

and agencies exempted in this Act from the Governor of Guam's transfer authority.

All cash from Special Funds or Revolving Funds transferred to cover the appropriations authorized by this Act shall be reimbursed to the Special or Revolving Fund from which it was transferred promptly as cash becomes available.

*I Maga'lahañ Guåhan* shall submit a report to the Speaker of *I Liheslaturan Guåhan* on the fifth (5<sup>th</sup>) day of every month on all transfers made pursuant to this Section. Said report shall include detailed information on the amount of such transfers and identify the fund from which the transfers were made and the purposes of the transfers. [emphasis added]

The SWOF is not among the various special funds specifically exempted from the Governor of Guam's transfer authority. As a result, the Governor of Guam may transfer funds from the SWOF and need only restore funds so transferred "as cash becomes available" in his sole discretion.

DPW has announced plans to pursue a revenue bond to fund the solid waste management projects required of the government of Guam pursuant to the Consent Decree in District Court of Guam Case No. 02-00022. Any such bond offering would need to be approved by the Guam Legislature. Since the legislation approving of the bond offering would presumably include authorization to pledge the revenue of the SWOF as the source of funds for repayment of the bond, this subsequent legislation would supersede the Governor of Guam's authority to borrow funds from the SWOF granted in PL28-150 since the funds would already be encumbered. Thus, the integrity of the SWOF would presumably be restored once this pledge of SWOF revenue is authorized by the Guam Legislature and effectuated by issuance of the revenue bond.

The key problem caused by granting the Governor of Guam an unrestricted ability to borrow funds from the SWOF is the effect it will have short-term ability of DPW to convince potential bidders for upcoming solid waste management projects (such as residential trash collection) that there will be sufficient funds available in the SWOF for payment of services rendered. Should DPW abandon or delay its bond borrowing plans, then these problems will extend beyond the short-term horizon because the legislation authorizing the pledge of

revenues that are required to be deposited in the SWOF will not have been enacted.

In simple terms, the Governor of Guam has the ability to remove cash from the SWOF and replace it with an IOU that only need be honored "as cash becomes available." Such an open-ended obligation is likely to cause great uncertainty among potential bidders as to whether the SWOF will have sufficient cash on deposit to pay their invoices should they be awarded contracts. If the potential bidders instead are convinced that the SWOF will soon have on deposit more open-ended IOUs from the Governor of Guam than cash and that vendors will need to wait for payment "as cash becomes available" in the Governor of Guam's sole discretion, these potential bidders are likely to increase their bid prices if they decide to bid at all.

The ability to borrow from the SWOF also undermines the October 27, 2005 PUC regulatory order restricting the use of the additional tipping fees authorized by this order to regulatory expenses and other uses authorized by subsequent PUC order, as these earmarked funds are also subject to the Governor of Guam's transfer authority notwithstanding the October 27, 2006 PUC order. If the Governor has the ability to withdraw funds that the PUC has ordered to be segregated and reserved for specific purposes authorized by PUC order, it makes it difficult for the PUC to enforce its orders concerning these segregated funds because there may not be cash on deposit for these necessary expenditures once they have been authorized by the PUC.

### **CONCLUSION**

Section 5-Chapter IV of PL 28-150 completely destroys the "lock box" concept for the SWOF that was set forth in Public Law 28-56. The reason is that this section permits the Governor of Guam to borrow funds on deposit in the SWOF, with the only requirement to repay said funds being the vague condition "as cash becomes available" in the Governor of Guam's sole discretion. This unfettered ability to tap into the SWOF for purposes other than solid waste management operations is likely to undermine the confidence of potential bidders in the upcoming Invitation for Bids for residential trash collection services. Section 5-Chapter IV of PL 28-150 would also permit the Governor of Guam to drain off the current balance of the escrow account established by the October 27, 2005 PUC order that was earmarked for the payment

of regulatory and other PUC approved expenses. These problems can easily be solved by adding the SWOF to the list of special funds identified in Section 1(g)-Chapter IV of PL28-150 that are exempt from the Governor of Guam's transfer authority.

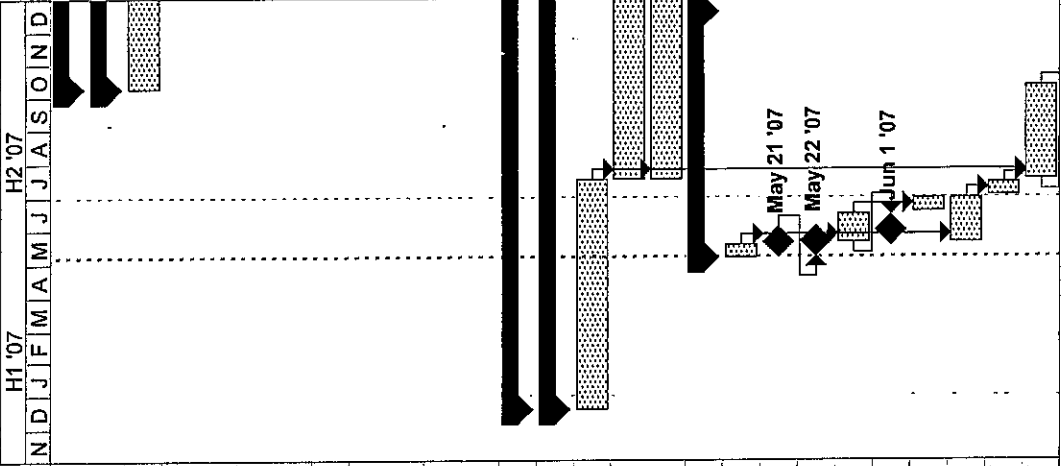
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**Integrated Solid Waste Letting**  
**May 3, 2007**

**DRAFT**

ID	Task Name	Duration (5 Day Work Week)	Start	Finish
1	Ordot Dump Closure	1092 days	Tue 10/9/07	Wed 12/14/11
2	Procurement Process and PUC Review	480 days	Tue 10/9/07	Mon 4/20/09
3	Bid packaging (Ordot closure, HHW, New landfill)	65 days	Tue 10/9/07	Mon 1/7/08
4	PUC review prior to advertisement	65 days	Tue 1/8/08	Mon 4/7/08
5	Government Bid Advertisement / Bid Period	80 days	Tue 4/8/08	Mon 7/28/08
6	Bid Evaluation	20 days	Tue 7/29/08	Mon 8/25/08
7	Construction Contract Processing	60 days	Tue 8/26/08	Mon 11/17/08
8	PUC Review of bid evaluation and contract agreement	22 days	Tue 11/18/08	Wed 12/17/08
9	Award Contract	1 day	Thu 12/18/08	Thu 12/18/08
10	Bond financing completion	86 days	Fri 12/19/08	Fri 4/17/09
11	Issue NTP	1 day	Mon 4/20/09	Mon 4/20/09
12	Construction - dump closure	692 days	Tue 4/21/09	Wed 12/14/11
16	Layon Landfill (FBO)	1167 days	Tue 12/19/06	Tue 6/7/11
17	Permitting	375 days	Tue 12/19/06	Fri 5/23/08
18	Assume Land Acquisition Phase	150 days	Tue 12/19/06	Mon 7/16/07
19	GLUC Zone Variance	225 days	Tue 7/17/07	Fri 5/23/08
20	GEPA MSW Landfill Permit	225 days	Tue 7/17/07	Fri 5/23/08
21	Procurement Process and PUC Review	164 days	Mon 5/7/07	Wed 12/19/07
22	Prepare Solicitation Letter of Interest	10 days	Mon 5/7/07	Fri 5/18/07
23	1st Advertisement Solicitation Letter of Interest	1 day	Mon 5/21/07	Mon 5/21/07
24	2nd Advertisement Solicitation Letter of Interest	1 day	Tue 5/22/07	Tue 5/22/07
25	Solicitation Period	20 days	Mon 5/21/07	Fri 6/15/07
26	Pre-Qualification Conference	1 day	Fri 6/1/07	Fri 6/1/07
27	Solicitation Close, Review and Approval Process	10 days	Mon 6/18/07	Fri 6/29/07
28	ITB Preparation	30 days	Mon 5/21/07	Fri 6/29/07
29	ITB Review and Approval Process	10 days	Mon 7/2/07	Fri 7/13/07
30	Bid Period (Issue Feb. 2006 100% Design)	65 days	Tue 7/17/07	Fri 10/12/07



Project: Update Integrated Solid waste  
 Date: Mon 5/7/07

Task: Milestone: External Tasks:

Split: Summary: External Milestone:

Progress: Project Summary: Deadline:

**Integrated Solid Waste Letting**  
 May 3, 2007  
**DRAFT**

ID	Task Name	Duration (5 Day Work Week)	Start	Finish	H1 '07	H2 '07
31	Site Visit	1 day	Fri 8/3/07	Fri 8/3/07	N	D
32	Pre-Bid Conference	1 day	Mon 8/6/07	Mon 8/6/07	J	A
33	40% Design Submittal of VE Alternatives	1 day	Fri 8/3/07	Fri 8/3/07	M	J
34	Prepare Addendum	10 days	Mon 8/6/07	Fri 8/17/07	A	S
35	Issue Addendum (Updated Design) <i>-10/18/07</i>	1 day	Mon 8/20/07	Mon 8/20/07	O	N
36	Bid Opening	1 day	Mon 10/15/07	Mon 10/15/07		
37	Bid Evaluation	10 days	Tue 10/16/07	Mon 10/29/07		
38	PUC Review of Bid Evaluation	10 days	Tue 10/16/07	Mon 10/29/07		
39	100% Design Submittal of VE Alternatives <i>(S)</i>	1 day	Fri 11/16/07	Fri 11/16/07		
40	Issue Final Design	1 day	Mon 11/19/07	Mon 11/19/07		
41	Notice of Intent to Award	1 day	Tue 11/20/07	Tue 11/20/07		
42	Review/Award Contract	20 days	Wed 11/21/07	Tue 12/18/07		
43	Issue NTP	1 day	Wed 12/19/07	Wed 12/19/07		
44	Construction	896 days	Tue 1/1/08	Tue 6/7/11		
45	Monitoring Well Network	90 days	Tue 1/1/08	Mon 5/5/08		
46	Clear and Grub (C&G)- Building Permit	35 days	Tue 5/6/08	Mon 6/23/08		
47	Construction	550 days	Wed 4/29/09	Tue 6/7/11		
48	Cell 1 & Road - Open	0 days	Wed 7/28/10	Wed 7/28/10		
49	Cell 2 - Open	0 days	Tue 6/7/11	Tue 6/7/11		
50	Household Hazardous Waste Facility	400 days	Thu 1/25/07	Tue 8/5/08		
51	Procurement Process and PUC Review	400 days	Thu 1/25/07	Tue 8/5/08		
52	Bid packaging (Ordot closure, HW, New landfill)	65 days	Thu 1/25/07	Wed 4/25/07		
53	PUC review prior to advertisement	65 days	Thu 4/26/07	Wed 7/25/07		
54	Government Bid Advertisement / Bid Period	80 days	Thu 7/26/07	Tue 11/13/07		
55	Bid Evaluation	20 days	Wed 11/14/07	Tue 12/11/07		
56	Construction Contract Processing	60 days	Wed 12/12/07	Tue 3/4/08		
57	PUC Review of bid evaluation and contract agreement	22 days	Wed 3/5/08	Thu 4/3/08		

External Tasks  
 External Milestone  
 Milestone  
 Summary  
 Project Summary  
 Task  
 Split  
 Progress  
 Deadline

Project: Update Integrated Solid waste  
 Date: Mon 5/7/07

Update Integrated Solid waste Management Proc Sched Final 5-4

Page 2



**Integrated Solid Waste Letting**  
 May 3, 2007  
**DRAFT**

ID	Task Name	Duration (5 Day Work Week)	Start	Finish	H2 '07														
					N	I	D	J	F	M	A	M	J	J	A	S	O	N	D
58	Award Contract	1 day	Fri 4/4/08	Fri 4/4/08															
59	Bond financing completion	86 days	Mon 4/7/08	Mon 8/4/08															
60	Issue NTP	1 day	Tue 8/5/08	Tue 8/5/08															
61	Account Receivable Collection Services	64 days	Fri 4/27/07	Wed 7/25/07															
62	Procurement Process	64 days	Fri 4/27/07	Wed 7/25/07															
63	RFP Approved for Procurement	10 days	Fri 4/27/07	Thu 5/10/07															
64	RFP Advertisement	10 days	Fri 5/11/07	Thu 5/24/07															
65	Mandatory Pre-Conference	1 day	Fri 6/1/07	Fri 6/1/07															
66	RFP Opened/Due Submission (10 days after Pre-Conference)	1 day	Mon 6/11/07	Mon 6/11/07															
67	Bid Evaluation	10 days	Tue 6/12/07	Mon 6/25/07															
68	PUC Review of Bid Evaluation	10 days	Tue 6/26/07	Mon 7/9/07															
69	Notice of Intent to Award	1 day	Tue 7/10/07	Tue 7/10/07															
70	Review/Award of Contract	10 days	Wed 7/11/07	Tue 7/24/07															
71	Issue NTP	1 day	Wed 7/25/07	Wed 7/25/07															
72	Contract Term for Account Receivable Collection Services	262 days	Wed 8/1/07	Thu 7/31/08															
73	Contract Term (1 year)	262 days	Wed 8/1/07	Thu 7/31/08															
74	Islandwide Residential Waste Collection (PAYT System)	97 days	Fri 4/27/07	Fri 9/7/07															
75	Procurement Process	97 days	Fri 4/27/07	Fri 9/7/07															
76	IFB Approved for Procurement	10 days	Fri 4/27/07	Thu 5/10/07															
77	IFB Advertisement	10 days	Fri 5/11/07	Thu 5/24/07															
78	Mandatory Pre-Conference	1 day	Mon 6/4/07	Mon 6/4/07															
79	Site Inspection	2 days	Wed 6/6/07	Thu 6/7/07															
80	IFB Opened/Due Submission (14 days after site inspection)	1 day	Wed 6/27/07	Wed 6/27/07															
81	Bid Evaluation	7 days	Thu 6/28/07	Fri 7/6/07															
82	PUC Review of Bid Evaluation	10 days	Mon 7/9/07	Fri 7/20/07															
83	Rate Increase Petition	15 days	Mon 7/23/07	Thu 8/9/07															
84	Notice of Intent to Award/Performance Bond	10 days	Fri 8/10/07	Thu 8/23/07															

Project: Update Integrated Solid waste  
 Date: Mon 5/7/07

	Task		Milestone		External Tasks
	Split		Summary		External Milestone
	Progress		Project Summary		Deadline

**Integrated Solid Waste Letting**  
 May 3, 2007  
**DRAFT**

ID	Task Name	Duration (5 Day Work Week)	Start	Finish	H1 '07	H2 '07
85	Review/Award of Contract	10 days	Fri 8/24/07	Thu 9/6/07	N	D
86	Issue NTP and Kick-off	1 day	Fri 9/7/07	Fri 9/7/07	J	A
87	<b>Contract Term for Residential Waste Collection</b>	<b>1305 days</b>	<b>Mon 9/10/07</b>	<b>Sun 9/9/12</b>	M	S
88	Contract Duration (5 years + 2 annual renewals)	1305 days	Mon 9/10/07	Sun 9/9/12	O	N
89	Scale and Scalehouse Survey Services and Construction (BOD)	78 days	Tue 5/29/07	Wed 9/12/07		
90	Procurement Process	78 days	Tue 5/29/07	Wed 9/12/07		
91	IFB Review and Approval for Procurement	10 days	Tue 5/29/07	Mon 6/11/07		
92	IFB Advertisement	10 days	Tue 6/12/07	Mon 6/25/07		
93	Mandatory Pre- Conference	1 day	Tue 6/26/07	Tue 6/26/07		
94	Site Inspection	1 day	Wed 6/27/07	Wed 6/27/07		
95	IFB Opened/Due Submission (15 days after site inspection)	1 day	Wed 7/18/07	Wed 7/18/07		
96	Bid Evaluation	10 days	Thu 7/19/07	Tue 7/31/07		
97	PUC Review of Bid Evaluation	10 days	Wed 8/1/07	Tue 8/14/07		
98	Notice of Intent/Bid Bond	10 days	Wed 8/15/07	Tue 8/28/07		
99	Review/Award of Contract	10 days	Wed 8/29/07	Tue 9/11/07		
100	Issue NTP and Kick-off	1 day	Wed 9/12/07	Wed 9/12/07		
101	<b>Contract Term (Build -Operate-Dismantle) Until Closure</b>	<b>1012 days</b>	<b>Thu 9/13/07</b>	<b>Fri 7/29/11</b>		
102	Survey Services	63 days	Thu 9/13/07	Mon 12/10/07		
103	Construction Contract	0 days	Mon 12/10/07	Mon 12/10/07		
104	Operate	0 days	Fri 7/29/11	Fri 7/29/11		
105	Dismantle	0 days	Fri 7/29/11	Fri 7/29/11		
106	Materials Recovery Facility, and Transfer Stations (FDBO)	261 days	Thu 1/25/07	Wed 1/23/08		
107	Procurement Process	145 days	Tue 5/1/07	Fri 11/16/07		
119	Contract Term Operation	261 days	Thu 1/25/07	Wed 1/23/08		

Project: Update Integrated Solid waste  
 Date: Mon 5/7/07

External Tasks

External Milestone

Deadline

Milestone

Summary

Project Summary

Task

Split

Progress