

**VOLUME 1  
TABLE OF CONTENTS**

**EXECUTIVE SUMMARY**

ES.1	Utility System Overview .....	ES-2
ES.1.1	Water System .....	ES-2
ES.1.2	Wastewater System .....	ES-4
ES.1.3	Existing Utility System Condition .....	ES-7
ES.1.4	Existing Utility System Performance .....	ES-7
ES.2	Planning Considerations .....	ES-7
ES.2.1	Service Levels .....	ES-7
ES.2.2	Population and Land Use Forecasts .....	ES-8
ES.2.3	Regulatory Issues .....	ES-8
ES.2.4	Water System Considerations .....	ES-8
ES.2.5	Wastewater System Considerations .....	ES-8
ES.3	Capital Improvement Program .....	ES-9
ES.4	Financial Program .....	ES-10
Exhibit ES-1	Capital Improvement Program – Base Case .....	ES-11

**VOLUME 1 BACKGROUND SUMMARY**

**CHAPTER 1 – BACKGROUND**

1.1	Introduction .....	1-1
1.1.1	Project Goals .....	1-1
1.1.2	Project Approach and Scope .....	1-1
1.1.3	Key Implementation Steps .....	1-5
1.2	Plan Development .....	1-5
1.2.1	Project Kickoff Meetings .....	1-5
1.2.2	Selection of Planning Committee .....	1-5
1.3	Conclusions .....	1-7

**CHAPTER 2 – PLANNING REQUIREMENTS**

2.1	Introduction .....	2-1
2.2	Stipulated Order .....	2-1
2.3	Resource Constraints .....	2-3
2.3.1	Personnel Constraints .....	2-3
2.3.2	Financial Constraints .....	2-3
2.3.3	Material Constraints .....	2-3
2.3.4	Summary .....	2-4

2.4	Preliminary Assessment of Affordability .....	2-4
2.4.1	Financial Situation and Master Plan Implications .....	2-4
2.4.2	Affordability and Rate Increases .....	2-5
2.5	Other Requirements .....	2-6
2.5.1	GWA Governance .....	2-6
2.5.2	Privatization .....	2-6
2.5.3	Changing Environmental Regulations .....	2-6
2.6	Conclusions .....	2-7
2.7	Recommendations .....	2-7
2.8	CIP Impacts .....	2-7

**CHAPTER 3 – ORGANIZATION ASSESSMENT**

3.1	Introduction .....	3-1
3.2	Current Organization .....	3-1
3.2.1	Peer Review Task Observations .....	3-2
3.2.2	2004 Hunter Water Australia Report Findings .....	3-3
3.2.3	Comprehensive Performance Evaluation Observations .....	3-4
3.2.3.1	2002 CPE's .....	3-4
3.2.3.2	2004 CPE's .....	3-4
3.2.4	EPA Stipulated Order and Quarterly Report Summaries .....	3-5
3.2.5	Outside Consultant Training Activities .....	3-5
3.3	Organization Improvement Opportunities .....	3-5
3.4	Internal Communication .....	3-7
3.5	External Communication .....	3-8
3.6	Implement of Early Gains .....	3-9
3.7	Barriers to Personnel Success .....	3-10
3.8	Organization Aspects of Levels of Service .....	3-11
3.9	Sewage Treatment Facilities – Training and Certification .....	3-12
3.10	Sewage Collection System Organization .....	3-13
3.10.1	Collection System Assessment .....	3-14
3.10.2	Review/Evaluation of Existing Collection System O&M Program .....	3-14
3.11	Water Treatment Facilities Organization .....	3-14
3.12	Water Distribution System .....	3-15
3.13	Summary of Facility Assessments and O&M Factors .....	3-15
3.13.1	Sewage Treatment Facilities .....	3-15
3.13.2	Sewage Collection .....	3-16
3.13.3	Water Treatment .....	3-16
3.13.4	Water Distribution .....	3-16
3.14	Conclusions .....	3-16

---

3.15	Recommendations .....	3-17
3.16	CIP Impacts .....	3-17
	Exhibit 3A – Customers, Ratepayers of GWA Organization Chart .....	3-18
	Exhibit 3B – Production and Treatment FTE Organization Chart .....	3-19
	Exhibit 3C – Collection and Distribution FTE Organization Chart .....	3-20
	Exhibit 3D – Finance FTE Organization Chart .....	3-21
	Exhibit 3E – AGMAC Services FTE Organization Chart .....	3-22

**CHAPTER 4 – LEVELS OF SERVICE**

4.1	Introduction .....	4-1
4.2	Service Levels and Performance Measures .....	4-1
4.3	Current Service Levels .....	4-2
	4.3.1 Drinking Water Quality .....	4-3
	4.3.2 Continuity of Water Supply .....	4-3
	4.3.3 Wastewater Effluent Discharges .....	4-3
	4.3.4 Wastewater System Spills .....	4-4
4.4	Process for Going Forward .....	4-4
4.5	Conclusions .....	4-6
4.6	Recommendations .....	4-6

**CHAPTER 5 – STRATEGIC COMMUNICATION PLAN**

5.1	Introduction .....	5-1
5.2	Plan Components .....	5-1
5.3	Research .....	5-1
5.4	Communication Goals .....	5-2
5.5	Short Term Objectives .....	5-2
5.6	Long Term Objectives .....	5-2
5.7	Public Outreach Strategies .....	5-3
5.8	Key Messages .....	5-3
5.9	Audiences .....	5-3
5.10	Communication Methods .....	5-3
	5.10.1 Employee Communication .....	5-4
	5.10.2 Public Outreach .....	5-5
5.11	Timeline .....	5-8
5.12	Implementation .....	5-8
5.13	Conclusions .....	5-10
5.14	Recommendations .....	5-10

**CHAPTER 6 – POPULATION & LAND USE FORECAST**

6.1	Introduction .....	6-1
-----	--------------------	-----

**Vol 1 Background  
Table of Contents**

---

6.1.1	Approach .....	6-1
6.1.2	Relationship to Existing Land Use Master Plans .....	6-2
6.1.3	Key Assumptions .....	6-2
6.2	Existing Conditions .....	6-3
6.2.1	Population .....	6-3
6.2.2	Land Use .....	6-4
6.3	Future Population .....	6-7
6.3.1	Census History .....	6-8
6.3.2	Population Projections Summary .....	6-8
6.3.3	Methodology .....	6-9
6.3.4	Geographic Detail of Projections .....	6-9
6.3.5	Projection Periods .....	6-9
6.4	Future Land Use .....	6-10
6.4.1	Methodology .....	6-12
6.4.2	Private Development Proposals .....	6-12
6.4.3	Public Development Proposals .....	6-15
6.4.4	Military Development Proposals .....	6-15
6.4.5	Traffic Analysis Zones .....	6-16
6.4.6	Aquifer Protection .....	6-16
6.4.7	Year 2005 Land Uses .....	6-17
6.4.8	Year 2010 Land Uses .....	6-20
6.4.9	Year 2015 and 2020 .....	6-21
6.4.10	Year 2050 and 2100 .....	6-21
6.5	Future Population Distribution .....	6-33
6.6	Findings .....	6-33
6.7	Recommendations .....	6-33
	Exhibit 6A – Population Projection .....	6-34
	Exhibit 6B – Population Growth Table .....	6-40
	Exhibit 6C – Population Projection .....	6-43

**CHAPTER 7 – ASSET INVENTORY PROGRAM**

7.1	Introduction .....	7-1
7.2	Overview .....	7-1
7.3	Equipment and Maintenance Submittal Requirements .....	7-10
7.4	Verification Process .....	7-11
7.4.1	Verification and Completion by Operations and Maintenance Staff .....	7-11
7.4.2	Verification and Completion by Finance Staff .....	7-11
7.4.3	Entry into Asset Inventory Database .....	7-11
7.5	Conclusions .....	7-11

7.6	Recommendations .....	7-12
7.7	CIP Impacts .....	7-12

**CHAPTER 8 – ASSET MANAGEMENT**

8.1	Introduction .....	8-1
8.2	Asset Management Training Workshops .....	8-1
8.2.1	What IS Asset Management? .....	8-1
8.2.2	Customers and Service Levels .....	8-1
8.2.3	The Business Case Evaluation .....	8-1
8.2.4	Managing Risk .....	8-1
8.2.5	Community Costs and Benefits .....	8-2
8.3	Business Case Evaluation .....	8-2
8.4	Asset Management Program Evaluation .....	8-4
8.4.1	Corporate Asset Management Program .....	8-5
8.4.2	Customer Service and Risk Management .....	8-5
8.4.3	Asset Planning .....	8-6
8.4.4	Asset Acquisition .....	8-6
8.4.5	Asset Operations .....	8-6
8.4.6	Asset Maintenance .....	8-6
8.4.7	Asset Replacement and Renewal Strategy .....	8-9
8.4.8	Business Support Tools .....	8-9
8.4.9	Scoring .....	8-9
8.5	Recommendations .....	8-9
8.5.1	Computerized Maintenance Management System .....	8-9
8.5.2	Additional Asset Management Training .....	8-10
8.5.3	Complete AMPE Visioning Process .....	8-10
8.6	Conclusions .....	8-10

**CHAPTER 9 – GIS PROGRAM**

9.1	Introduction .....	9-1
9.2	GIS Datum and Projection .....	9-1
9.3	Geodatabase Structure .....	9-2
9.3.1	Geodatabase .....	9-2
9.3.2	Feature Dataset .....	9-2
9.3.3	Feature Class .....	9-2
9.3.4	Object Class .....	9-2
9.3.5	Raster Datasets .....	9-5
9.3.6	Relationship Class .....	9-5
9.3.7	Subtypes .....	9-5
9.3.8	Domains .....	9-5

**Vol 1 Background  
Table of Contents**

---

9.3.9	Attributes .....	9-6
9.4	Base Map Geodatabase .....	9-7
9.5	Population Projection Data Table .....	9-7
9.5.1	Model Resolution .....	9-7
9.5.2	Population Projections and Growth Rates .....	9-7
9.5.3	Maximum Capacity .....	9-7
9.6	Wastewater Geodatabase .....	9-8
9.7	Water Geodatabase .....	9-9
9.8	Digitizing and Data Entry into Geodatabases .....	9-12
9.8.1	Prototype Geodatabases .....	9-12
9.8.2	Procedures Used to Digitize As-Builts and Record Drawings .....	9-13
9.8.3	Quality Control Processes .....	9-14
9.8.4	Data Completeness .....	9-14
9.9	GIS Program Recommendations .....	9-15
9.9.1	Staffing Recommendations .....	9-15
9.9.2	Software Recommendations .....	9-17
9.9.3	Hardware Recommendation .....	9-18
9.9.4	Workflow .....	9-18
9.9.5	CIP Projects .....	9-19

**CHAPTER 10 – CAPACITY ASSURANCE PLANNING ENVIRONMENT**

10.1	Introduction .....	10-1
10.1.1	Time-Series Data Manager .....	10-1
10.1.2	I/I Workbench .....	10-2
10.1.3	Capital Improvement Project Planner .....	10-3

**CHAPTER 11 – CORROSION ASSESSMENT**

11.1	Introduction .....	11-1
11.2	Objectives .....	11-1
11.3	Site Inspections .....	11-1
11.3.1	General .....	11-1
11.3.1.1	Atmospheric Corrosivity .....	11-1
11.3.1.2	Soil Corrosivity .....	11-2
11.3.1.3	Immersion .....	11-2
11.3.2	Deep Well Pump Station (A-25) .....	11-3
11.3.3	Water Booster Pump Station at Pago Bay .....	11-5
11.3.4	WBPS at Brigade Bay .....	11-7
11.3.5	Ugum River Intake .....	11-9
11.3.6	Ugum WTP .....	11-11

---

11.3.7	Malojloj Water Reservoir and High Level Tank .....	11-14
11.3.8	Barrigada Heights Reservoirs .....	11-16
11.3.8.1	Barrigada No 2 Reservoir – Summary .....	11-19
11.3.8.2	Barrigada No. 3 Reservoir – Summary .....	11-19
11.3.8.3	Barrigada No 1 Failed Reservoir – Summary .....	11-20
11.3.9	As-Tumbo Reservoirs .....	11-21
11.3.10	Hagatna Dry Well STP .....	11-23
11.3.11	Prison Wet Well Sewerage Pump Station .....	11-24
11.3.12	Hagatna STP .....	11-25
11.3.13	Northern District STP .....	11-29
11.3.14	Pipelines .....	11-32
11.4	Discussion and Conclusions .....	11-34
11.5	Summary of Recommendations .....	11-35
	Exhibit 11A – CCI Pope Investigation Report .....	11-38

## **CHAPTER 12 – ELECTRICAL ASSESSMENT**

12.1	Introduction .....	12-1
12.2	Existing Electrical System .....	12-2
12.2.1	GPA System .....	12-2
12.2.2	Water Wells .....	12-3
12.2.3	Water Booster Stations .....	12-3
12.2.4	Wastewater Pumping Stations .....	12-3
12.2.5	Water Treatment Facility .....	12-3
12.2.6	Wastewater Treatment Facilities .....	12-4
12.3	Assessment Methodology .....	12-4
12.4	Electrical Observations and Findings .....	12-5
12.4.1	Electrical System Power and Grounding Discussion .....	12-5
12.4.2	Voltage and Current Unbalance Issues .....	12-8
12.4.3	Electrical Meter Failures .....	12-14
12.4.4	Motor Overload Protection .....	12-16
12.4.5	Phase Monitors or Motor Protectors .....	12-17
12.4.6	Reduced Voltage Motor Starting .....	12-17
12.4.7	Motor Oversizing .....	12-18
12.4.8	Standby Generators .....	12-18
12.4.9	Diesel Fuel Line Building Wall Penetration .....	12-19
12.4.10	Coordination with GPA .....	12-20
12.4.11	Voltage at Motor .....	12-20
12.4.12	Pump Station Grounding .....	12-21
12.4.13	Lightning and Surge Arresters .....	12-22

**Vol 1 Background  
Table of Contents**

---

12.4.14	Power Factor Correction Capacitors .....	12-23
12.4.15	GWA Personnel Work and Maintenance Practices .....	12-23
12.5	Electrical Assessment .....	12-24
12.6	Implementation Approaches Based on Field Observations .....	12-27
12.6.1	Partnering Effort with GPA and GWA Quality Circle Groups .....	12-27
12.6.2	Relocation of the Diesel Fuel Lines .....	12-28
12.6.3	Power Quality .....	12-28
12.6.3.1	Phase Voltage Unbalance .....	12-28
12.6.3.2	Voltage Variation .....	12-29
12.6.3.3	Transient and Surge Protection .....	12-30
12.6.3.4	Electrical Grounding System .....	12-30
12.6.3.5	Transformer Connection and Ground Monitoring .....	12-30
12.6.4	Electrical Metering Challenges .....	12-31
12.6.5	GWA Operational and Maintenance Issues .....	12-31
12.6.5.1	Motor Protection .....	12-31
12.6.5.2	Power Factor Correction .....	12-33
12.6.5.3	Pump Operation during Commissioning .....	12-34
12.6.5.4	GPA Operation and Maintenance of Generators .....	12-34
12.6.5.5	Aluminum Service Conductor Usage .....	12-34
12.6.5.6	Predictive and Preventative Maintenance Program .....	12-35
12.6.5.7	Test Equipment and Tools .....	12-35
12.6.6	Training .....	12-38
12.6.7	Variable Frequency Drives (VFD).....	12-39
12.6.8	Grounded versus Ungrounded Electrical Systems .....	12-39
12.6.9	Pump Operation and Control .....	12-40
12.6.9.1	Wastewater Pump Stations .....	12-40
12.6.9.2	Station Flooding (Dry Well) .....	12-41
12.6.9.3	Water and Wastewater Treatment Facilities .....	12-42
12.6.10	Partnering with Local Vendors and Repair Shops .....	12-42
12.6.11	Energy Savings with Motor Operations .....	12-43
12.7	Conclusions .....	12-43
12.8	Recommendations.....	12-44
12.8.1	Electrical Testing Procedure for Deep Well Motors .....	12-45
12.8.2	Electrical Practice Procedure for New Motor Installation .....	12-46
12.9	CIP Impacts .....	12-47
Exhibit 12A	– GPA Rate Schedule K.....	12-48
Exhibit 12B	– NFPA 70B Electrical Maintenance Practices-Section on Voltage Unbalance.	12-51



**CHAPTER 13 – SCADA & CONTROL ASSESSMENT**

13.1 Introduction ..... 13-1

13.2 Existing SCADA & Control System Description ..... 13-1

13.3 Methodology ..... 13-2

    13.3.1 Assessment Weighting Factors ..... 13-3

    13.3.2 Water Systems Assessment Explanation ..... 13-3

        13.3.2.1 Pump Controls ..... 13-3

        13.3.2.2 Chlorination System Controls ..... 13-4

        13.3.2.3 Pump Bypass Controls ..... 13-4

        13.3.2.4 SCADA RTU ..... 13-4

    13.3.3 Wastewater Pump Station Assessment Overview ..... 13-5

        13.3.3.1 Pump Controls ..... 13-5

        13.3.3.2 Sump Pump ..... 13-5

        13.3.3.3 SCADA RTU ..... 13-6

    13.3.4 Wastewater Treatment Plants Assessment Explanation..... 13-6

13.4 SCADA & Control System Site Observations ..... 13-6

    13.4.1 SCADA Observations ..... 13-6

        13.4.1.1 SCADA General Observations ..... 13-6

        13.4.1.2 Water Pump Stations ..... 13-7

        13.4.1.3 Water Booster Stations ..... 13-8

    13.4.2 Control System Observations ..... 13-9

        13.4.2.1 Water Pump Stations ..... 13-9

        13.4.2.2 Booster Pump Stations ..... 13-12

        13.4.2.3 Water Treatment Plant ..... 13-13

        13.4.2.4 Wastewater Pump Stations ..... 13-15

        13.4.2.5 Wastewater Treatment Plants ..... 13-17

    13.4.3 Assessment Summary ..... 13-18

13.5 SCADA & Control Implementation Activities ..... 13-22

    13.5.1 Local Process Control Improvement Recommendations ..... 13-24

    13.5.2 Local Process Control Requirements ..... 13-24

    13.5.3 Operations and Maintenance Implementation ..... 13-25

    13.5.4 GWA Maintenance Equipment Requirements ..... 13-26

    13.5.5 Site Security and Intrusion Detection Security Monitoring System ..... 13-26

    13.5.6 SCADA System Communication Improvement Implementation ..... 13-26

        13.5.6.1 Hard-Wired Technologies ..... 13-26

        13.5.6.2 Current Wireless Technologies ..... 13-27

    13.5.7 SCADA System Improvement Implementation..... 13-29

        13.5.7.1 SCADA Supervisory Function ..... 13-29

13.5.7.2	SCADA Data Acquisition Function .....	13-29
13.5.7.3	SCADA Clients .....	13-30
13.5.7.4	Central Command Location .....	13-30
13.5.7.5	SCADA Maintenance & Development Location .....	13-31
13.5.7.6	SCADA Security .....	13-31
13.5.8	Information Management System Improvements .....	13-31
13.5.8.1	GWA IT Department Requirements .....	13-31
13.5.8.2	Data Highway .....	13-31
13.5.8.3	Hardware Location .....	13-32
13.5.8.4	Thin SCADA Clients .....	13-32
13.5.8.5	Printers .....	13-32
13.5.8.6	IT Staff Responsibilities .....	13-32
13.6	Conclusions .....	13-32
13.7	Recommendations.....	13-33
13.8	CIP Impacts .....	13-33

**CHAPTER 14 – FINANCIAL PROGRAM**

14.1	Background .....	14-1
14.2	Financial Objectives and Rate Setting Process .....	14-1
14.3	Projected Revenues and Expenditures .....	14-3
14.3.1	Projected Costs .....	14-3
14.3.2	WRMP CIP Financing Plan .....	14-7
14.3.3	Cashflow Proforma and Rate-based Revenue Requirements .....	14-14
14.4	Base Case Rate Findings .....	14-18
14.5	Minimum Pace CIP Rate Findings .....	14-20
14.6	Sensitivity Analysis .....	14-22
14.7	Cost of Service Analysis .....	14-23
14.7.1	Water Cost of Service .....	14-25
14.7.2	Wastewater Cost of Service .....	14-35
14.7.3	GWA Cost of Service versus Current Bills .....	14-38
14.8	System Development Charges and Miscellaneous Service Fees .....	14-40
14.8.1	System Development Charges .....	14-40
14.8.2	Miscellaneous Service Fees .....	14-42
14.9	Rate Alternatives for Billing Services .....	14-44
14.9.1	Current Rates Services (Alternative 1) .....	14-46
14.9.2	Current Rates with Updated Lifeline Services (Alternative 2) .....	14-49
14.9.3	Cost of Service Rates (Alternative 3) .....	14-53
14.10	Utility Service Affordability .....	14-56

---

14.11	Survey of Projected Bills under Rate Alternatives .....	14-58
14.12	Summary of Findings and Conclusions .....	14-65
14.12.1	Projected Expenditures and Revenue Findings .....	14-65
14.12.2	Cost of Service Findings .....	14-66
14.12.3	Sensitivity Analysis Findings .....	14-66
14.12.4	Affordability Findings .....	14-67
14.12.5	Conclusions .....	14-67

## **CHAPTER 15 – CAPITAL IMPROVEMENT PROGRAM**

15.1	Introduction .....	15-1
15.2	Elements for a CIP Program .....	15-1
15.3	Elements of a CIP Policy .....	15-2
15.4	Delivery of CIP Projects .....	15-2
15.5	WRMP CIP Projects .....	15-3
15.6	WRMP CIP Schedule .....	15-3
15.7	WRMP CIP Cost Estimating .....	15-4
15.8	CAPE Application .....	15-4
15.9	Conclusions .....	15-5
15.10	Recommendations .....	15-5
15.11	CIP Impact .....	15-5
Exhibit 15A	– CIP Definition .....	15-8

## **CHAPTER 16 – PRIVATIZATION/CONSOLIDATION OPPORTUNITIES**

16.1	Introduction/Background .....	16-1
16.1.1	Privatization .....	16-1
16.1.1.1	Rationale for Privatization .....	16-1
16.1.2	Consolidation .....	16-2
16.1.2.1	Rationale for Consolidation .....	16-2
16.2	Privatization of GWA Water and Wastewater Utilities .....	16-3
16.2.1	Past and Present Local Initiatives .....	16-3
16.2.1.1	CCU’s Impact Report for Public-Private Partnership .....	16-3
16.2.1.2	Current Proposal for Performance Management Contracts .....	16-6
16.2.1.3	Steps Toward Privatization .....	16-7
16.3	Consolidation of Guam Utilities – GWA and Military .....	16-8
16.3.1	Existing Agreements with U.S. Military .....	16-8
16.3.2	Present Consolidation Initiatives .....	16-9
16.3.3	Existing Military Consolidation Examples .....	16-9
16.4	Conclusions .....	16-12
16.4.1	Privatization .....	16-12
16.4.2	Consolidation .....	16-13

16.4.3	Combination of Privatization and Consolidation .....	16-13
16.5	Recommendations .....	16-14
	References .....	16-14
<b>CHAPTER 17 – MILITARY EXPANSIONS ON GUAM .....</b>		<b>17-1</b>

**TABLES**

<u>No.</u>		<u>Page</u>
ES-1	Guam Waterworks Authority Facilities .....	ES-2
ES-2	Guam Water Supply Sources .....	ES-2
ES-3	GWA Sewage Treatment Plants Overview .....	ES-4
ES-4	Capital Improvement Program Summary .....	ES-9
2-1	Key Stipulated Order Requirements for WRMP .....	2-1
2-2	Stipulated Order Milestones .....	2-2
3-1	Village Meetings .....	3-9
3-2	Certification Status .....	3-12
5-1	2005 WRMP Communication Timeline .....	5-9
6-1	Population History .....	6-3
6-2	Visitor Arrivals .....	6-3
6-3	General Tourist Accommodations .....	6-4
6-4	Generalized Land Use .....	6-4
6-5	Population Projection Scenarios .....	6-7
6-6	Daily Vehicle Trips and Population .....	6-16
6-7	Comparison of 1990 and 2010 Vehicle Trip Origins .....	6-16
6-8	Year 2005 Potential Developments .....	6-17
6-9	Census 2000 – Housing Unit Vacancies .....	6-19
6-10	Year 2010 Potential Developments .....	6-21
6-11	Year 2015 & 2020 Potential Developments .....	6-22
8-1	Summary of Alternatives List .....	8-3
8-2	Ranking Categories .....	8-9
9-1	Guam Geodetic Network 1993 .....	9-2
9-2	Example of Valid Subtypes for SewerMains .....	9-5
9-3	Example of Valid Domains for Manhole Type .....	9-5
9-4	Typical Water Meter Types .....	9-11
9-5	Summary of Software and Costs .....	9-17
9-6	Summary of Hardware and Costs .....	9-18
11-1	GWA Water Quality Data .....	11-2
11-2	Lengths of Water and Sewer Mains in GWA .....	11-32
11-3	Corrosivity Test Results on Guam Soils .....	11-33
12-1	Assessment Rating Scale .....	12-4

---

12-2	Station Y-15 Readings .....	12-9
12-3	Wastewater Pump Station Assessment Summary .....	12-24
12-4	Water Pump Station Assessment Summary .....	12-26
12-5	Conductor Sizing .....	12-31
13-1	Assessment Rating Scale .....	13-3
13-2	Water Pump Stations SCADA Assessment Totals .....	13-19
13-3	Wastewater Pump Stations SCADA Assessment Aggregated Totals .....	13-21
14-1	Financial Assumptions .....	14-4
14-2	Budget Year Operating Expenses FY 2005-06 .....	14-5
14-3	Projected Water Supplies and Power Costs .....	14-6
14-4	Base Case CIP Projects .....	14-8
14-5	Minimum Pace CIP Projects .....	14-9
14-6	Base Case CIP Sources of Funds and Capitalized Labor Costs .....	14-10
14-7	Projected Debt Service .....	14-12
14-8	Cash & Construction Fund Balances – Base Case CIP .....	14-13
14-9a	Cashflow and Rate Adjustments – Five Year Base Case Proforma .....	14-15
14-9b	Cashflow and Rate Adjustments – 20 Year Base Case CIP Proforma .....	14-19
14-10a	Cashflow & Rate Adjustments – Five Year Minimum Pace Proforma .....	14-20
14-10b	Cashflow & Rate Adjustments – 20 Year Minimum Pace Proforma .....	14-21
14-11	Utility Expense Functional Allocations .....	14-24
14-12	Cost of Services Expense Allocations .....	14-25
14-13	Projected Water Demands .....	14-26
14-14	Meter Replacement Program .....	14-27
14-15	Residential Water Demand Elasticity with Price .....	14-28
14-16	Water Accounts, Charges and Meter Capacities .....	14-29
14-17	Water Commodity Charges .....	14-30
14-18	Water Demand Factors .....	14-32
14-19	Water Customer Class Loads .....	14-33
14-20	Water Customer Cost of Service Allocations .....	14-33
14-21	Water Cost of Service Charges vs. Current .....	14-34
14-22	Projected Wastewater Customer Loads .....	14-35
14-23	Wastewater System Mass Balance .....	14-36
14-24	Wastewater Customer Class Loads .....	14-37
14-25	Wastewater Customer Cost of Service Allocations .....	14-37
14-26	Wastewater Equitable Charges vs. Current Revenues .....	14-38
14-27	Total Sewer and Water Equitable vs. Current Rates .....	14-39
14-28	SDCs – Buy-in Costs .....	14-41
14-29	Miscellaneous Charges – Labor Rates .....	14-42
14-30	Miscellaneous Service Charges .....	14-43

**Vol 1 Background  
Table of Contents**

14-31	Current Tariff Sheet for Water & Sewer Rates .....	14-44
14-32	Projected Billable Service Loads .....	14-46
14-33	Current Rate Structure Update (Alternative 1) .....	14-47
14-34	Projected Revenues from Current Rate Update (Alternative 1) .....	14-48
14-35	Bills Under Updates Current Rates (Alternative 1) .....	14-49
14-36	New Residential Lifeline Discount .....	14-50
14-37	Current Rate Structure with Updated Lifeline Service Costs (Alternative 2) .....	14-51
14-38	Projected Bills Using Updated Lifeline Services (Alternative 2) .....	14-52
14-39	Cost of Service Meter Ratios & Customer Service Charges (Alternative 3) .....	14-53
14-40	Water Cost of Service-based Revenues (Alternative 3) .....	14-54
14-41	Sewer Cost of Service-based Revenues (Alternative 3) .....	14-54
14-42	Cost of Service-based Rates (Alternative 3) .....	14-55
14-43	Typical Bills with Cost of Service-based Rates (Alternative 3) .....	14-56
14-44	Affordability for Households with Alternative 2 Updated Lifeline Rates .....	14-57
14-45	Typical Water Demands of Customer Classes .....	14-58
14-46	Summary of Residential Rate Alternatives .....	14-59
14-47	Survey of Rates – Large Hotel .....	14-61
14-48	Survey of Rates – Typical Hotel .....	14-62
14-49	Survey of Rates – Typical Golf Course .....	14-63
14-50	Survey of Rates – Commercial “C” Bills .....	14-64
14-51	Summary of Current vs. Five-Year Increase with Different Rate Alternatives .....	14-65
15-1	Recommended Capital Improvement Program – Base Case .....	15-6
15-2	Recommended Capital Improvement Program – Minimum Case .....	15-7
16-1	Service Management Contracts Advantages and Disadvantages .....	16-4
16-2	Concession Advantages and Disadvantages .....	16-5
17-1	Housing Assumptions for Military Relocation .....	17-1
17-2	Water and Sewer Demands if Military Relocations are Additive to Current Population Projections .....	17-2
17-3	Existing CIP Projects Accelerated to Accommodate Accelerated Military Increase ...	17-2

**FIGURES**

<u>No.</u>		<u>Page</u>
ES-1	Water System Boundaries .....	ES-3
ES-2	Wastewater Basins .....	ES-5
ES-3	Sewers and Unsewered Properties in the Hagatna Area .....	ES-6
ES-4	Existing Sewer Collection Systems .....	ES-8
1-1	WRMP Project Goals and Objectives .....	1-2
1-2	Project Approach Diagram .....	1-3
1-3	Key Elements of WRMP .....	1-6
3-1	GWA Reorganization Chart .....	3-2

3-2	Organization Improvement Pathway .....	3-6
3-3	GWA WRMP Website .....	3-8
3-4	Purchasing Process .....	3-11
4-1	Service Levels and Performance Measures .....	4-2
5-1	GWA Newsletter .....	5-10
6-1	Generalized Land Uses .....	6-5
6-2	Zoning .....	6-6
6-3	Future Private Sector Development .....	6-14
6-4	Future Public Sector Development .....	6-15
6-5	Year 2005 Potential Developments .....	6-18
6-6	Year 2010 Potential Developments (Central) .....	6-20
6-7	Year 2010 Potential Developments (North) .....	6-20
6-8	Year 2015 & 2020 Potential Developments (Dededo/Yigo) .....	6-24
6-9	Year 2015 & 2020 Potential Developments (Barrigada) .....	6-24
6-10	Year 2015 & 2020 Potential Developments (Tamuning) .....	6-25
6-11	Year 2015 & 2020 Potential Developments (Mangilao south) .....	6-25
6-12	Year 2015 & 2020 Potential Developments (Agana & MTM) .....	6-26
6-13	Year 2015 & 2020 Potential Developments (Agat) .....	6-26
6-14	Year 2015 & 2020 Potential Developments (Asan) .....	6-27
6-15	Year 2015 & 2020 Potential Developments (Chalan Pago) .....	6-27
6-16	Year 2015 & 2020 Potential Developments (Inarajan) .....	6-28
6-17	Year 2015 & 2020 Potential Developments (Merizo) .....	6-28
6-18	Year 2015 & 2020 Potential Developments (Mangilao north) .....	6-29
6-19	Year 2015 & 2020 Potential Developments (Piti) .....	6-29
6-20	Year 2015 & 2020 Potential Developments (Yona) .....	6-30
6-21	Year 2015 & 2020 Potential Developments (Talofofo) .....	6-31
6-22	Year 2050 & 2100 Potential Developable Lands .....	6-32
7-1	Typical Facility Screen Capture in InfoCollect .....	7-2
7-2	Typical Asset Information Collection in InfoCollect .....	7-3
7-3	System Designator Portion of Asset ID .....	7-4
7-4	Village Designator Portion of Asset ID .....	7-5
7-5	Facility Designation Portion of Asset ID .....	7-6
7-6	Asset Type Designation of Asset ID .....	7-7
7-7	Asset Component Designator for Asset ID .....	7-8
7-8	Asset Component Number Designation for Asset ID .....	7-9
7-9	GWA Form XXX-A - Mechanical Equipment Data Record Form .....	7-13
7-10	GWA Form XXX-B - Electrical Equipment Data Record Form .....	7-14
7-11	GWA Form XXX-C - Equipment Maintenance Data Record Form .....	7-15
8-1	AMPE Structure .....	8-4

**Vol 1 Background  
Table of Contents**

---

8-2	AMPE Gap Chart .....	8-7
9-1	GIS Data Development Diagram .....	9-3
9-2	Geodatabase Structure .....	9-4
9-3	Feature Class Attributes, Subtypes and Domains .....	9-6
9-4	New Data Workflow .....	9-20
10-1	Time-Series Data Manager .....	10-2
10-2	I/I Workbench .....	10-3
10-3	Capital Improvement Project Planner .....	10-4
10-4	Capital Project Properties .....	10-4
11-1	Deep Well PS A-25 .....	11-4
11-2	Surface Corrosion on Pipework Flange .....	11-4
11-3	Pago Bay Water Pump Station .....	11-5
11-4	Internal View of PS Pipe Layout .....	11-6
11-5	Segment of Old Pipe Stored at the Pump Station .....	11-6
11-6	Brigade Bay Pump Station .....	11-7
11-7	Pipework .....	11-8
11-8	Pump Supports .....	11-8
11-9	Intake Structure .....	11-9
11-10	Intake Pumps .....	11-10
11-11	Concrete Intake Pit .....	11-10
11-12	Ugum Water Treatment Plant .....	11-11
11-13	Filtration Tank .....	11-12
11-14	Pipe Gallery Under Control Room .....	11-12
11-15	Close-up of Partially Collapsed Roof .....	11-12
11-16	View of Malojloj 1 mg Reservoir .....	11-14
11-17	Malojloj High Level Tank .....	11-14
11-18	Hold-Down Bolts on Reservoir .....	11-15
11-19	View of Underside of High Level Tank .....	11-15
11-20	Part of Walls and Roof of Collapsed Reservoir .....	11-16
11-21	Adjacent 2 mg Damaged Reservoir .....	11-17
11-22	Collapsed Reservoir Wall Showing Positions of Sample Removed for Analysis .....	11-17
11-23	Samples at Floor/Wall Fillet Weld Position .....	11-17
11-24	Close-up of Sample Position at Floor .....	11-18
11-25	Pitting Corrosion Damage on 1mg Reservoir Wall .....	11-18
11-26	Damage to 3 mg Reservoir .....	11-18
11-27	Roof of 3 mg Reservoir .....	11-19
11-28	As-Tumbo No 1 Reservoir .....	11-22
11-29	As-Tumbo No 2 Reservoir .....	11-22
11-30	Possible Earth Connection for Under-Floor CP System .....	11-22



11-31	External View of Hagatna STP .....	11-23
11-32	Pump Arrangement Inside Dry Well .....	11-23
11-33	Prison Wet Well Site .....	11-24
11-34	Wet Well .....	11-24
11-35	Corrosion of Penstock Gate Valve .....	11-25
11-36	Corroded Electrical Motor .....	11-26
11-37	Failed Power Supply Support to Aerator .....	11-26
11-38	Corroded Primary Support Beams for Aerator .....	11-26
11-39	H <sub>2</sub> S Corroded Copper Pipe Supernatant Lines .....	11-27
11-40	Outlet Drop Chamber with Exposed, Corroding Rebar .....	11-27
11-41	Surface Corrosion and Pitting in Pipework in Effluent BPS .....	11-27
11-42	Close-up of Failed Fastener from Figure 11-41 .....	11-28
11-43	General View of Chlorination, Laboratory and Operational Buildings .....	11-29
11-44	Pipework H <sub>2</sub> S Corrosion at Centrifuge Building .....	11-29
11-45	Corrosion on Blower Ductwork at Heater/Digester Building.....	11-30
11-46	Heater/Digester Tank Roof Showing Corrosion and Pounded Water.....	11-30
11-47	Empty Clarifier Showing Bolt-on Sacrificial CP Anodes .....	11-30
11-48	Corrosion of Perimeter Fence .....	11-31
12-1	Transformer Center Tap Grounded Voltage – A-10 .....	12-5
12-2	Grounded Phase-to-Phase Voltage Recording – Station A-9 .....	12-6
12-3	Abnormal Phase-to-Ground Voltage Recording at Station F-10 .....	12-7
12-4	Phase-to-Ground Voltage Recording – Station F-3 .....	12-10
12-5	Phase-to-Phase Voltage Recording – Station F-3 .....	12-11
12-6	Phase Current Recording – F-3 .....	12-12
12-7	Phase-to-Ground Voltage on Generator Power – F-3 .....	12-12
12-8	Phase-to-Phase Voltage on Generator Power – F-3 .....	12-13
12-9	Three-Day Trend Recording – Station M-20A – May 24-27, 2005 .....	12-14
12-10	Electrical Meter Failure .....	12-15
12-11	Breaker Corrosion .....	12-15
12-12	Pole Conductor Termination .....	12-16
12-13	Diesel Fuel Line Penetration – Station A-3 .....	12-19
12-14	Generator Room Fuel Line Penetration – Station A-3 .....	12-20
12-15	Missing Lightning Arrester .....	12-22
12-16	Infrared Image of Motor Starter .....	12-37
12-17	Mechanical Failure in Submersible Motor .....	12-41
13-1	Corroded SCADA Cabinet at A-21/SCADA unit in Good Condition at F-10 .....	13-8
13-2	Operational Bypass Valve at Station Y-21A .....	13-9
13-3	Non-Functioning Bypass Valve and SCADA Cabinet at Station A-03 .....	13-10
13-4	Interior View of Brigade Booster Pump Station .....	13-12

**Vol 1 Background  
Table of Contents**

---

13-5	Unused Control Console at Ugum WTP .....	13-14
13-6	Unused Control Panel at Hagatna STP .....	13-18
13-7	Annunciator Panel at Ugum WTP .....	13-29
14-1	Rate Setting Process .....	14-2
14-2	Twenty-Year versus Five-Year Base CIP .....	14-11
14-3	Fund Reserve Targets versus Cash Available .....	14-14
14-4	GWA Projected Expenditures .....	14-16
14-5	Residential Bill Sensitivity to Variables .....	14-22
14-6	GWA Water Demands – Typical Diurnal Curve .....	14-31
14-7	Residential Billing by Consumption Level .....	14-31
14-8	FY 2005-06 Costs & Revenues .....	14-40
14-9	Projected Residential Water and Sewer Bills .....	14-60
14-10	Projected Lifeline Bills .....	14-60
14-11	Large Hotel Water and Sewer Bills .....	14-61
14-12	Typical Hotel Water and Sewer Bills .....	14-62
14-13	Typical Golf Course Water Bills .....	14-63
14-14	Typical Commercial “C” Water and Sewer Bills .....	14-64

**APPENDICES**

1A	Scope of Work
1B	Stipulated Order
1C	Preliminary Assessment of Affordability and Early Gains
1D	QualServe™ Peer Review Report
1E	Outside Consultant Trip Report
1F	Communication Plan Documents
1G	Asset Management Workshop Presentations
1H	Life Cycle Alternative Cost Analysis
1I	Asset Management Program Evaluation Best Practices
1J	GIS Assessment Toolbox and Databases Implementation
1K	Electrical Assessment (CD format)
1L	SCADA and Control Assessment (CD format)
1M	Financial Program