



The Honorable  
**EDDIE BAZA CALVO**  
Governor

The Honorable  
**RAY TENORIO**  
Lieutenant Governor



**CARL V. DOMINGUEZ**  
Director

**JESSIE B. PALICAN**  
Deputy Director

August 12, 2014

The Honorable Judith T. Won Pat, Ed.D, Speaker  
32<sup>nd</sup> Guam Legislature  
Mina'trentai Tres Na Liheslaturan Guåhan  
155 Hesler Place  
Hagåtña, Guam 96910

32-14-1951  
Office of the Speaker  
Judith T. Won Pat, Ed.D.  
Date 8.15.14  
Time 11:08am  
Received by: [Signature]

**Re.: Citizen Centric Report (CCR) for the Fiscal Year ended September 30, 2013**

Dear Madam Speaker,

Pursuant to Section 2(a) of Public Law 30-127 relative to the Citizen Centric Report, we are pleased to transmit our report to you. The Department of Public Works (DPW) will post the Citizen Centric Report for the Fiscal Year Ended, September 30, 2013 on our website: [www.dpw.guam.gov](http://www.dpw.guam.gov).

Should you need additional information, or have any questions or concerns, please call me at 646-3131.

Sincerely,

[Signature]  
CARL V. DOMINGUEZ  
Director

2014 AUG 15 AM 11:18  
V

Attachment

cc: The Honorable Governor Eddie Baza Calvo  
The Honorable Senator Thomas C. Ada  
The Honorable Senator Michael San Nicolas  
Office of the Public Accountability



542 NORTH MARINE CORPS DRIVE, TAMUNING, GUAM 96913

TEL.: (671) 646-3131 FAX: (671) 649-6178

[www.dpw.guam.gov](http://www.dpw.guam.gov)

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**DIRECTOR**

CARL V. DOMINGUEZ

OFFICE OF HIGHWAY SAFETY  
GOVERNOR'S HIGHWAY SAFETY  
REPRESENTATIVE

**DEPUTY DIRECTOR**

JESSIE B. PALICAN

**DIVISIONS & DIVISION HEADS:**

**ADMINISTRATIVE SERVICES**

ARLEEN U. PIERCE  
CONTROLLER

**BUILDING CONSTRUCTION &  
FACILITY MAINTENANCE**

DOMINIC G. MUNA  
BUILDING MAINTENANCE MANAGER

**BUS OPERATIONS**

FRANKLIN F. TAITANO  
SCHOOL BUS OPERATIONS  
SUPERINTENDENT

**CAPITAL IMPROVEMENT  
PROJECTS**

(VERTICAL PROJECTS)  
JOHN F. CALANAYAN  
ACTING CHIEF ENGINEER

**HIGHWAYS**

(HORIZONTAL PROJECTS)  
JOAQUIN R. BLAZ  
BUDGET & MANAGEMENT ANALYST IV

**TRANSPORTATION  
MAINTENANCE**

PAUL N.I. CEPEDA  
TRANSPORTATION MAINTENANCE  
SUPERINTENDENT

**SOLID WASTE MANAGEMENT**

(RECEIVERSHIP  
CIVIL CASE #02-00022)  
GERSHMAN, BRITNER & BRATTON, INC.  
(GBB)

[www.guamsolidwastereceivership.org](http://www.guamsolidwastereceivership.org)  
PUBLIC LAW: 31-20

**DEPARTMENT OF PUBLIC WORKS  
CITIZEN CENTRIC REPORT  
FISCAL YEAR ENDED SEPTEMBER 30, 2013**

**Overview**

The Department was established by Public Law 1-88 and enacted in 1952 under section 5104. The Department of Public Works is charged with the responsibility in providing to the people of Guam five (5) major and essential services to the community of namely: (1) Public Safety, (2) Transportation, (3) Highway Maintenance, (4) Government-Wide Support, and (5) Capital Improvement Projects.

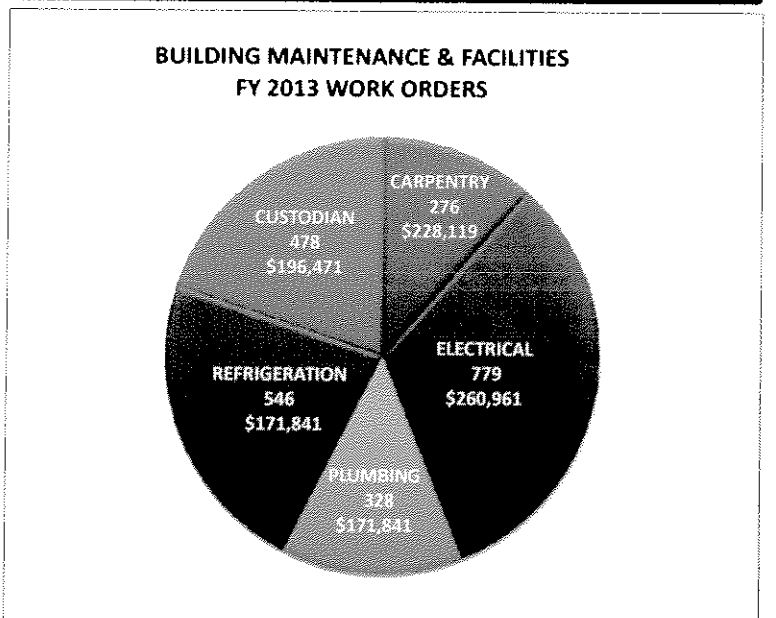
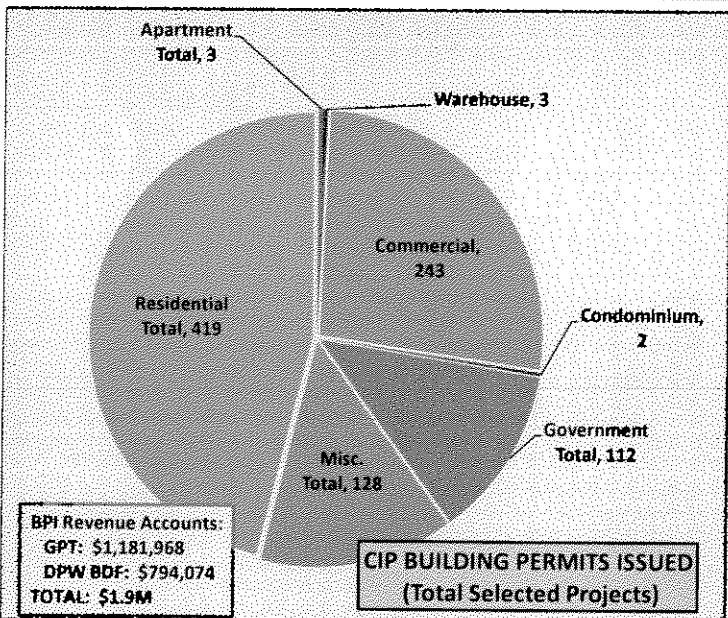
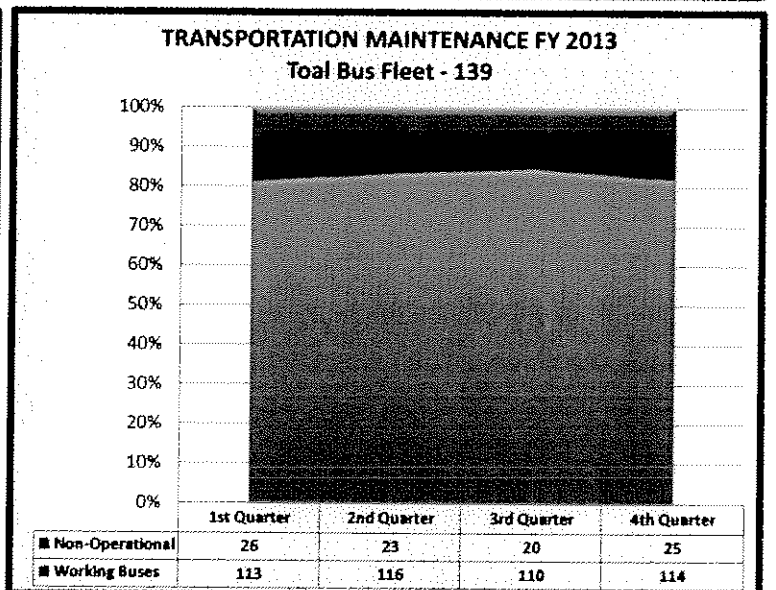
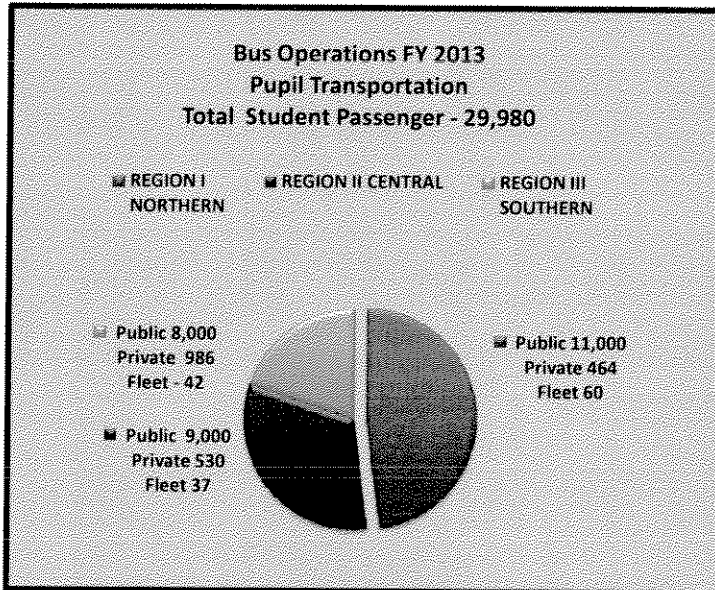
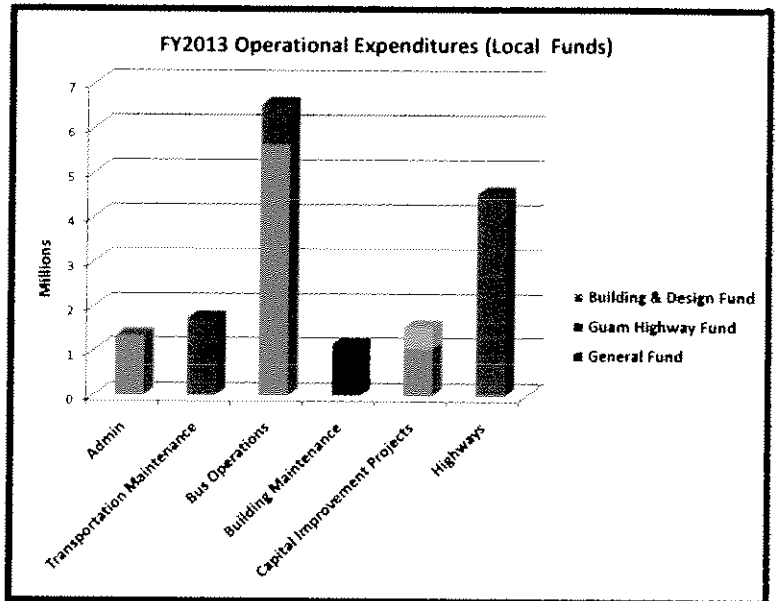
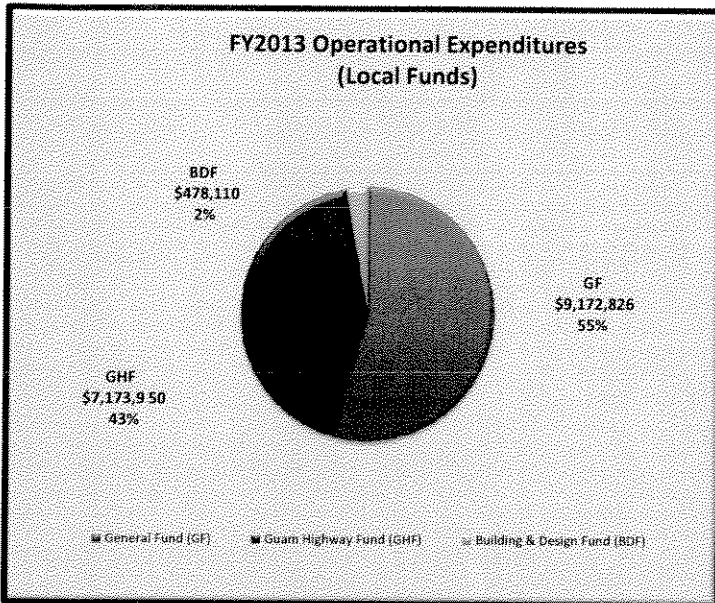
**Mission Statement**

**Department of Public Works** is responsible for providing government-wide services such as school bus, transportation, highway, construction and maintenance, capital improvement projects, building facilities and equipment, administrative and financial support, and maintain the Governor's Office of Highway Safety. Essential services includes: **Public Safety** is administered through the enforcement of building codes, flood control measures and public education on highway safety. **Transportation** services are provided for safe and efficient transportation system for our school children as well as to the public as needed and during times of calamities and emergencies. **Highway Maintenance** services are provided to ensure safe, efficient and modern Highway System that is responsive to the needs of the people. **Government-Wide Support** is administered to enhance program effectiveness and efficiency by formulating policies, allocating resources, and administering budgetary and financial information related to operations and personnel, to provide maintenance services, repairs, construction services and custodial work to upkeep public buildings and other government facilities. **Capital Improvement Projects** is to provide professional and technical services for the government's infrastructure projects.

(Please note in pursuant to the Order of the District Court of Guam, dated March 17, 2008, appointing Gershman, Britner & Bratton, Inc. (GBB) as Receiver for the Solid Waste Management Division. Furthermore, Public Law 31-20 enacted in April 2011 created the Solid Waste Authority as an autonomous public corporation.

**Goals and Objectives**

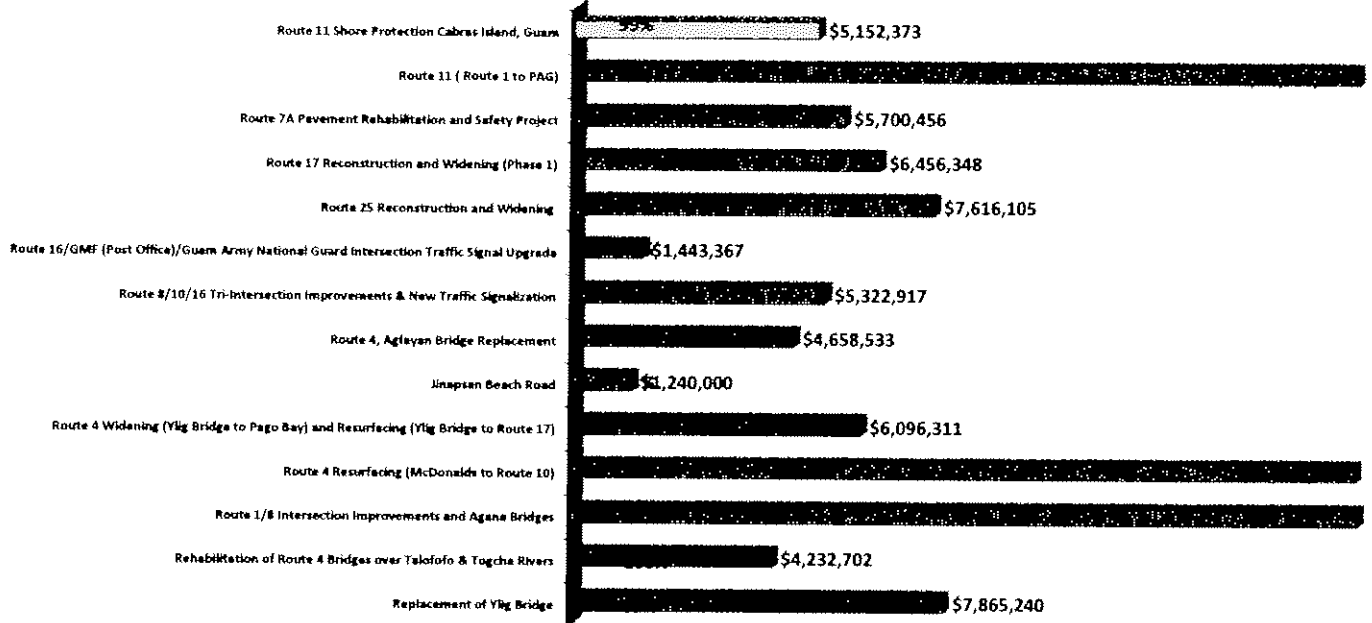
- ▶ Enforce building codes, review and inspect construction plans for all vertical construction projects on island.
- ▶ Provide safe and efficient transportation service for our 39,000 plus school children.
- ▶ Maintain and repair DPW's school buses, vehicles and equipment.
- ▶ Construct and maintain a safe and efficient highway system that is responsive to the total transportation needs of the people.
- ▶ Manage all Government of Guam capital improvement projects and ensure that all projects comply with applicable building, territory and federal guidelines.
- ▶ Maintain Governor's Office of Highway Safety to provide community outreach and resource partnership with Superior Court of Guam, Airport and Port Police.
- ▶ To provide maintenance, repairs, construction services and custodial work to upkeep public buildings and other government facilities.
- ▶ To enhance administrative and program effectiveness and efficiency by formulating and conforming to existing policies, allocating resources and administrating operations and personnel.



**Federal Highway Projects  
 Greater Than \$1,000,000**

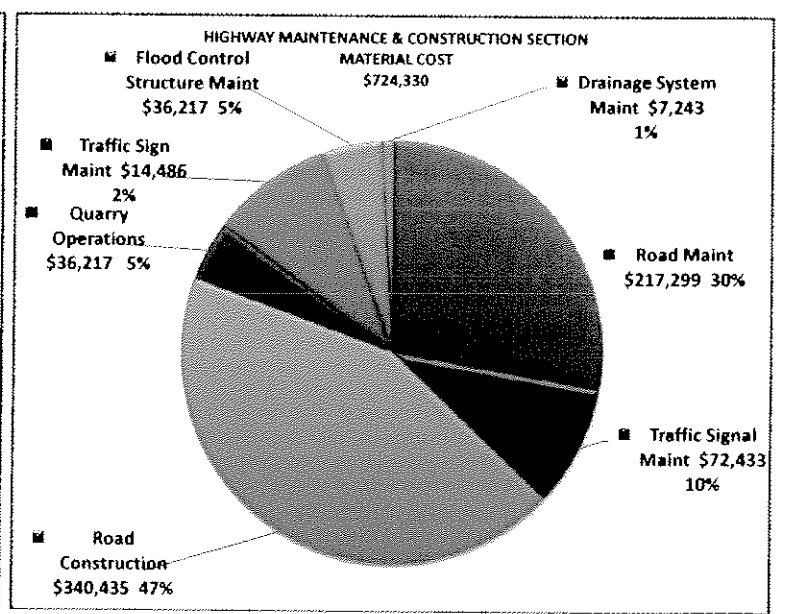
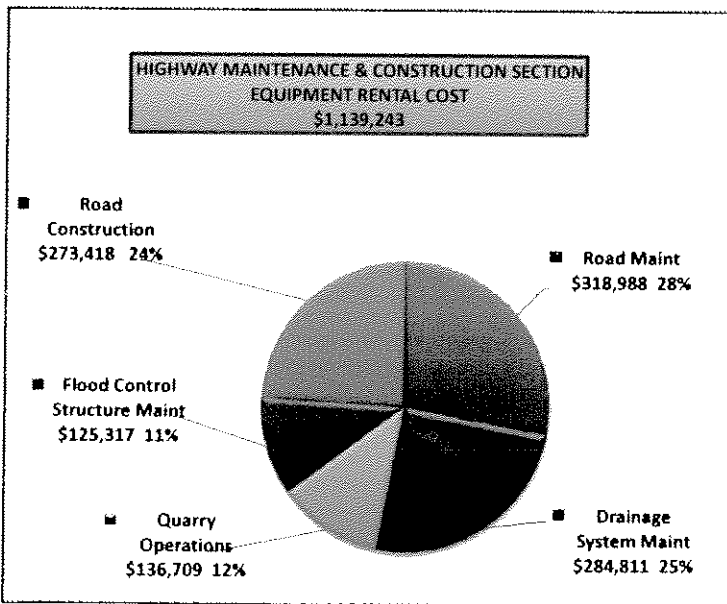
SHORELINE

BRIDGES



| CAPITAL IMPROVEMENT PROJECTS DIVISION |  |                |
|---------------------------------------|--|----------------|
| Agency                                | Infrastructure Project Description               | Project Amount |
| Public Health & Social Svcs.          | BHCFA and HIPPA Office Renovation                | \$273,203      |
| Guam Retirement Fund                  | Various works at GGRF Building                   | \$47,000       |
| Dept. of Correction                   | Upgrading of Hagatna Perimeter Fence             | \$76,646       |
| Dept. of Correction                   | Upgrade of Emergency Generator Standby           | \$502,361      |
| Dept. of Correction                   | Emergency Repairs and Grade to Dome Unit         | \$24,700       |
| Dept. of Agriculture                  | Renovation of Wildlife Resources Lab.            | \$19,530       |
| Parks and Recreations                 | Upgrading of Regional Baseball Field             | \$99,800       |
| Dept. of Public Works                 | Gill Baza Access Road Paving Project             | \$210,202      |
| Dept. of Public Works                 | Renovation of DPW One Center                     | \$30,339       |
| Dept. of Public Works                 | Removal of Asbestos Tiles at the One Stop Center | \$25,800       |
| Dept. of Public Works                 | Renovation of DPW One Stop Center                | \$46,900       |

| OFFICE OF HIGHWAY SAFETY<br>CALENDAR YEAR 2013 |      |      |       |
|--|------|------|-------|
| IMPAIRED DRIVING                               | 2011 | 2012 | 2013  |
| Total Crashes                                  | 6699 | 6600 | 6,547 |
| Total DUI Crashes                              | 87   | 101  | 63    |
| Total Traffic Fatalities                       | 17   | 13   | 18    |
| Total Fatal Crashes                            | 15   | 13   | 19    |
| DUI-Related Fatalities                         | 6    | 6    | 20    |
| DUI Crash with Injuries                        | 28   | 16   | 20    |
| DUI Arrests                                    | 471  | 366  | 346   |
| Drug-Related Arrests                           | 132  | 33   | 106   |





## FUTURE CHALLENGES & ECONOMIC OUTLOOK

### AUDITED REPORTS

The Department of Public Works is a line agency of the Government of Guam's Executive Branch. As a result, an audit of the basic financial statements of all governmental activities of GovGuam includes all of DPW's funding sources and operational expenditures for FY2013. DPW's funding sources are identified as follows: the General Fund (GF), all Federal Grants Funding (FHWA, NHTSA, USDOJ, US HUD and FEMA) and the Capital Project Funds of the Territorial Educational Facilities Fund (TEFF), Guam Highway Fund (GHF) and Tourist Attraction Fund (TAF). Separate audits and issued reports for FY2013 were completed for and Capital Project Funds resulting from the bond funds of the Guam Highway Fund (GHF) and the Tourist Attraction Fund (TAF) funds, respectively.

### MILITARY BUILDUP

DPW compiled (using a conservative approach) our budgetary needs that will impact our operations both directly and indirectly from the upcoming military buildup. The estimated amount of DPW projected is \$46 Million at a minimum. Inclusive of this \$46M amount, is the cost for DPW to operate under the SEIS conditions to include the following costs' categories: acquisition for additional school buses to transport the influx of new students from the public school system and other capital purchases (heavy equipment) to maintain the roads and supplies and materials to maintain and provide construction, hiring additional employees to include skilled labor, mechanics, professional and technical services related to the various public and infrastructure facilities including the public schools and the construction of a new fleet repair warehouse facility.

Furthermore, the Final Environmental Impact Statement (SEIS) discusses the various road projects related to the Guam Road Network (GRN). However, federal funding for these respective GRN projects are not guaranteed. The total costs of these various projects if they were to be fully funded or partially funded by either FHWA or by the DAR road program were not adequately discussed.

### PERFORMANCE BASED BUDGETING (PBB)

Department of Public Works provided their Performance Based Budget Reports for two fiscal year periods, FY2009 and FY2010. Our PBB budget submission is based upon the Bureau of Budget and Management Research (BBMR) budget ceiling respectfully. During FY2011 thru FY2013, we have improved our tracking mechanism in order to measure our current and past performances.

Our PBB budget formulation model included actual source documents derived from the employee's position description (PD) for every section of the various divisions. Each position description entails all functions performed with his/her position title. These functions are quantitatively measured for each work standard performed. The performance measurement and standards are linked to our department's mission and goals. These functions are then grouped into tasks with the costs per each activity and workflow process. The employee's hourly rate was multiplied by the hours worked to get a cost for each task performed as a baseline measure. As the date of this Citizen Centric Report, we have yet to receive any feedback or a gap analysis report from BBMR and the Legislature related to our PBB report submission.

### CURRENT YEAR BUDGET & PRIOR YEARS: OBLIGATION

Our budget for FY 2013 and the past fiscal years have been kept at a bare bones minimum. We are working with BBMR and DOA in resolving the remaining unpaid prior year obligations during FY2013. A schedule of amounts has been forwarded to BBMR, DOA and the Legislature.

### COMMENTS / FEEDBACK

Should you have any questions or comments, please contact DPW Controller, Mrs. Arleen U. Pierce at 646-3154 or [arleen.pierce@dpw.guam.gov](mailto:arleen.pierce@dpw.guam.gov).

Respectfully Submitted,

*CV*

CARL V. DOMINGUEZ  
Director