

Testimony of Lindel Alphonso Williams
Committee on Rules and the Judiciary
Nominee for the Virgin Islands Waste Management Authority
Board of Directors
35th Legislature of the Virgin Islands
Capitol Building-Earle B. Ottley Legislative Hall
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Good morning Honorable Chairwoman Diane Capehart, other distinguished Members of the Senate Committee of Rules, and Judiciary, the 35th Legislature and to the viewing and listening audience. My name is Lindel Alphonso Williams and I want to thank you for inviting me to testify regarding my nomination to the Virgin Islands Waste Management Board.

I want to thank the Honorable Albert Byran, Jr. Governor of these Virgin Islands for having the confidence in my abilities to nominate me for this post as a board member and our Almighty for allowing me the opportunity to be here currently.

With over 30 years of experience as a military officer, Commissioner of Public Works, policymaking in change management, working in the international arena as an engineer, construction executive, leader, built high-performing cohesive diverse teams, abilities to assess individual skill sets, led coaching activities, mentored and disciplined when appropriate. I served as Chief of Operations for the Joint Program Management Office, United States Army Corp of Engineers in San Antonio, Texas. I performed management oversight of a \$283 Million construction project with 1.1M Square Foot (SF) of 1067 housing units. As the Chief of Operations, I was responsible for all strategic oversight of the entire day-to-day operations which entailed budgetary, human resources activities, government buildings operations and maintenance

activities. I led a staff of 210 employees with ten direct reports and an annual budget of \$15 million. I managed the contractual performance of a \$2.7B Base Realignment and Closure (BRAC) San Antonio program for the Wounded Warriors that returned from the battlefield.

As Commissioner of Public Works during the Governor Roy Lester Schnieder rein, I controlled a \$60 million operating budget, directed the planning, development, construction and maintenance of the territory's public roads, orchestrating the Virgin Island's Federal Highway Program with an annual capital budget of \$14 million, assisted in directing pumping station projects, storm drainage systems, public transportation systems, public parking facilities, public buildings and cemeteries. Prior to the creation of the Waste Management Authority, I was responsible for and oversaw approximately 120 plus employees. The Public Works Commissioner functions as the Government of the Virgin Islands' Engineer providing engineering and project management expertise.

My international experience has allowed me to partake in leading startup operations, change management development, organizational turnarounds, and profit and loss activities. The projects I have worked on were geared to building safe and secure facilities for the people of the United States and our allies to live and work out of. These facilities consist of Embassy, Consulate, and Lease-fit Outs. As part of our facilities constructed, Waste Management is always a major part of our projects, which is paramount to the overall project scope. Our infrastructure planning is normally a major aspect of how we perform in areas that do not have the capacity that is required

to add to existing waste streams. We look at holistic long term (25-year periods) for planning purposes to reach required results.

The Virgin Islands Waste Management Authority (VIWMA) is a semi-autonomous agency governed by a seven-member board which sets policy, mandated to run, and maintain the wastewater, and solid waste infrastructure throughout the Territory. With this charter, it will be my responsibility for implementing policies and assisting with the overall direction of the agency.

Protection of public health and the preservation of our environment is paramount for the people of the U.S. Virgin Islands. The authority is dedicated to the development of strong alliances with the community in our efforts to live in a cleaner and healthier environment.

With this charter of the Authority, it is my observation that we are a charged to provide as was mandated in our rules and regulations, for the safeguards and implementation of a system that is viable, that allows all our user the opportunity to have a cost effective and user friendly waste management system. I must admit that this action requires accountability to the public with an emphasis on compliance and the responsible use of public funds. Without having this partnership, the use of the funding allotments and allocations will be impossible to complete the mandates.

By use of innovative procurement opportunities, such as Private Public Partnerships and alike, the authority will be able get the required matching funds to move the procurement actions forward. To increase the use of Public Private Partnerships more collaboration between the US Virgin Islands Waste Management

government agency and private-sector companies will aid us in getting better qualified contractors that can finance, build, and run our projects. With these requirements, we will be in a better position to require the large contractors to form a better alliance with our local small contractor.

Some of the keys to financing our projects through a public-private partnership can allow the projects to be completed sooner, public sector incentives to complete work on time and within budget, make it a possibility in the first place, and allow our large-scale projects (Pump Stations and Underground infrastructure) upgrades to be completed with federal allocated and private funding.

Some of the concessions that can be a benefit to the process are tax or other operating revenue, protection from liability, or partial ownership rights over nominally public services and property to private sector. In addition, creating economic diversification makes our islands more competitive in easing its infrastructure base and bolstering associated construction, equipment, support services, and other businesses. Some risks for private enterprise include cost overruns, technical defects, and an inability to meet quality standards, while for public partnership, agreed-upon usage fees may not be supported by demand, i.e., Waste fees. My Short-Term Goals are as follows,

- Procurement Accountabilities - get the required training for the employees from the Federal Acquisition Institute (FAI)
- Change the image of the Authority to a world-class place to work.

- **Design/Build Construction acumens and capabilities for staff to increase their specialties. With the use of my engineering training and senior Level Federal Acquisition Certification, we will be able to professionally train and develop our staff in federal government requirements.**

Long Term Goals are as follows,

- **Repairing Sewer System - with the help of the federal government, we need to get state-of-the-art engineers to partake in the designing and building facilities.**
- **Build new modern Pumping Stations**
- **Landfill Management - work with the staff on sighting of landfill sites that would bring USVI into compliance with the mandates needed to and take us out of the consent decree.**
- **Establish a Comprehensive Master Plan for how the authority intends to manage Municipal Solid Waste-to-Energy Program for the next decade. With this plan, we will provide an annual report on solid waste and waste reduction data, the progress towards meeting waste reduction goals, and create energy programs in conjunction with other various agencies.**

As it pertains to understanding of "Conflict of Interest", as it applies to the position to which I have been nominated to serve the People of the Virgin Islands, I do not have any clashes between personal interests and or professional duties or responsibilities. I have no personal stake that will put in question my judgement or decision-making activities that can be impartial. Such a conflict occurs when a company or person has a personal stake—such as money, status, knowledge,

relationships, or reputation—which puts into question whether their actions, judgment, or decision-making can be unbiased.

In closing, everything visible is transitory. Everything invisible is permanent and lasts forever. The more we can make this organization invisible the more power we will leave a legacy.

Thank you for allowing me the opportunity to share my abilities, a strategy, and a way forward for the Virgin Islands Waste Management Authority.