

# Chignik Activity Report

## Community Overview

Lead RUBA Staff: John Nickels, Anchorage Office

2003 Population: 77

Region: Alaska Peninsula

Local Governments: 2<sup>nd</sup> Class City



The City of Chevak operates the piped water and sewer system, the central watering point and the honeybucket haul. The City Council is the policy making body for the utility. Construction began in 1995 to provide piped water and sewer to homes and the school. Completed projects include a new landfill, a washeteria renovation, a new watering point, water treatment plant, a 150,000-gallon water storage tank, sewage lagoon, and a vacuum sewer plant. Water and sewer mains and household connections are completed. Currently they have 193 units on line. Most of the residents except one home are connected to water/sewer. Some homes still have rain catchment. The new school construction was completed in August 2003. The construction company connected the school and teacher housing to the water/sewer.

## RUBA Activity This Reporting Period

RUBA staff traveled to the community to conduct an Assessment of Essential Management Capacity Indicators in early August, 2005. After reassessment in October, a letter was written by RUBA staff acknowledging that the two essential indicators that had been failed during the assessment were now corrected. A new mayor was elected in October, and the Chignik City Council passed Resolution 05-18 in November which requested further RUBA assistance to correct sustainable indicators, and to improve its administrative capability. A RUBA work plan was drafted and sent to Chignik in December, and a trip by RUBA staff to the community is planned for late January 2006.

**Capacity Indicators**

**Finances**

- | Yes                                  | No                                  |   |
|--------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.  |
| <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | Monthly financial reports are prepared and submitted to the policy making body.   |
| <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.   |
| <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate.                                     |
| <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.                                      |
| <hr style="border: 1px solid red;"/> |                                     |   |
| <input type="checkbox"/>             | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>             | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>             | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | A monthly manager’s report is prepared.   |
| <input type="checkbox"/>             | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The city staff uses QuickBooks Pro 2005 for all City accounting. A copy of their FY 05 Quickbooks Program software was provided to the RUBA staff by the city clerk for review. The city's concern that they may not have enough fuel to operate this winter was resolved with an AEA bulk fuel loan. The city clerk is currently working on providing written reports to the council members. Currently the activity reports of the city are done verbally to the council members at their regularly scheduled council meetings.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The city uses the QuickBooks Pro 2005 for their accounting system. The new city clerk is getting familiar with the QuickBooks Pro Program and doing well, however he would like to attend a QuickBooks class in the near future to better understand and learn the program software. The Council has adopted a water sewer collection policy for the community and the city staff follows the collection policy.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The City of Chignik is current in filing tax reports and deposits. Payroll is completed through QuickBooks Pro, which calculates, tracks, and reports payroll tax.

**Personnel System**

**Essential Indicators**

Yes      No

       **The utility has a posted workers compensation insurance policy in effect.**

**Sustainable Indicators**

- The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language.
- The utility has adequate written job descriptions for all positions.
- The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.
- The utility has an adequate written hiring process.
- The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.
- The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.
- The utility provides training opportunities to staff as needed and available.

**Personnel System Comments:**

The workers compensation insurance coverage is with the Alaska Municipal League Joint Insurance Association, and expires on July 1, 2006. The city clerk said there are some job descriptions in place for some of the city employees but other city employees don't have job descriptions. Performance evaluations have not been established or put into place by the city staff. The city has adopted a Personnel Policy for the community that was revised by the city council on June 15, 1995. A copy of the Personnel Policy was provided to the RUBA staff for review.

**Organizational Management**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

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**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

Since the former mayor resigned and a new mayor was elected, the clerk has been doing more of the day to day utility management. The Deputy Clerk has bookkeeper experience and is responsible for the majority of city service billings. The city has three operators with certifications for Water Treatment OIT and Water Distribution OIT. The city staff is currently working on an organizational chart for the city.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

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**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The FY06 city budget has allocated money to support training in the water/sewer department. Bristol Bay Area Health Corporation (BBAHC) also provides training money and encourages operators to continue professional growth. BBAHC sends a remote maintenance worker (RMW) periodically to provide local training and support.

**RUBA Activities for the Coming Quarter:**

RUBA staff is planning a trip to the community in January 2006 to discuss the recently written workplan with the city council if possible, or the new mayor and clerk. Progress on issues identified in the work plan will be monitored. Further assistance will continue to be provided via phone, facsimile and email.

# Chignik Lake Activity Report

## Community Overview

Lead RUBA Staff: John Nickels, Anchorage Office

2003 Population: 113

Region: Alaska Peninsula

Local Governments: Unincorporated



Well water is piped directly to 32 households. An old wood staved storage tank has been dismantled and a large steel storage tank has been constructed farther from the community, at a higher elevation and close to a series of new wells. As part of the project, a new water treatment facility will also be built. The school has its own well. Approximately 70% of the homes are plumbed. Fifteen HUD homes are connected to a central sewer system with a waste pump and lagoon; the remainder use individual septic systems. Funds have been provided by VSW to develop a water and sewer Master Plan. Refuse is disposed of by residents in the new landfill. Chignik Lake Electric Utility has been generating power only during the summer months and in winter, electricity was purchased from the School District. A power consolidation project is now nearly finished that will generate power year-round from the school district owned equipment, and be distributed to the community by Chignik Lake Electric.

## RUBA Activity This Reporting Period

RUBA staff visited the community to perform a re-assessment of management capacity indicators in early August 2005 which found numerous essential indicators in need of attention. During a teleconference meeting with the village council in October, the ANTHC engineer and RUBA staff discussed the failed indicators and what action was necessary to correct them. After further contact between RUBA staff and the village administrator, corrections for most failed essential indicators were made so that by December only two remained: a realistic budget for the utility had not been adopted, and worker's compensation insurance had not yet been secured for village employees. RUBA staff has also continued contact with staff from Chignik Lake, the RCA, AEA, Dept. of Revenue, and Lake & Pen School District in an effort to help the community become current with PCE and RCA reporting requirements so that PCE funding to the community can be restored. Although PCE reports are now current, annual reports to the RCA are still not written. RUBA staff has recommended to the village administrator and president that they seek professional assistance with these reports, and provided contact information for two qualified individuals that can help.

## Capacity Indicators

### Finances

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly financial reports are prepared and submitted to the policy making body.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate.                                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.                                      |
| <hr/>                               |                                     |   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

QuickBooks Pro 2005 is used for the Village Council finances, however individual budgets for each of the utilities that include all expenses and revenues have yet to be set up by the Village Council staff. As a result, the data needed for monthly financial reports is not available. Without comprehensive budgets and monthly financial reports, it is difficult to know if the utility is receiving sufficient revenues to cover operating expenses, however it appears that they are not. Neither is it likely that there are revenues available for R&R costs, nor have R&R funds been budgeted for or set aside in the past. RUBA staff assisted in drafting a utility budget in October for the current fiscal year, however as of December 30, 2005 it had not been adopted. A verbal report of management issues is given at council meetings and is recorded in hand written meeting minutes. The Administrator plans on beginning written quarterly reports to the Council soon.

## Accounting Systems

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The Village Council Administrator, who is responsible for accounting functions, utilizes QuickBooks Pro accounting software. The utility is billing its customers regularly, and a system to track receivables is in place. All bills are sent separately. There are significant amounts owed on many accounts to the utility, however steps to collect on these delinquent accounts are being taken by the Council. The administrator created a form in October to report accounts receivable to the council. This information was not being made available, and it is not known whether the new form/ report is being used. There is a Chart of Accounts, and the Administrator reports that monthly bank reconciliations are being done, however there is no purchasing system in place that utilizes any prior approval or coordination with a budget. Supplies and parts are reportedly ordered by the operator as needed and billed to the Village Council without prior approval from the Administrator.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The Village Council is current with Federal and State reporting and tax payment requirements.

**Personnel System**

**Essential Indicators**

- | Yes                      | No                                  |  |
|--------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

There was no worker's compensation insurance policy at the time of the assessment, nor was it secured by December 30, 2005. Village staff has reported difficulties in securing this insurance, but continues to work on obtaining it. While the community has adopted employee policies and procedures, including a hiring process, job descriptions, and performance evaluations, the Administrator reports that written performance evaluations are not done. Similarly, the adopted policies provide for a probationary period, but it did not appear that this portion of the policy was being followed. A sample employee evaluation form was provided to the Administrator by the RUBA staff for review. Employment recruitment is done within the community first, as hiring locally solves the housing problem. When the need arises and an opportunity is presented, employees are encouraged to attend job-related training. Administrator Oxcenia Kosbruk attended RUBA Financial Management training in Anchorage in December.

**Organizational Management**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |

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**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

The Chignik Lake Village Council owns and operates the community's utilities; they meet regularly, and have demonstrated an interest and willingness to adopt the necessary policies and rules to operate them. In the area of utility rate collections, there is a large amount of overdue customer debt to the utility however, the council has recently discussed the problem and directed the administrator to implement a plan to confront non-payers and begin service shut-offs for those that don't respond. The administrator, who performs many of the day to day management tasks, as well as the clerk, have both received training in fulfilling requirements of the PCE program, however both positions would benefit from further training in utility management, and the QuickBooks program.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

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### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

The administrator reported that the operator for the water/sewer utility is OIT certified. The utility appears to be operating at a level of service acceptable to the community with the operator providing routine verbal status reports to the administrator. The current CCR has been completed, the utility is not on the current SNC list, nor has the utility suffered any major problems due to management. The utility would improve its operation if there were monthly written O&M reports from the operator, and lists for inventory and critical spare parts were maintained. Safety would be enhanced with regular safety meetings and the implementation of a safety manual. The RMW visits regularly and the Bristol Bay native Association provides technical assistance as needed.

### RUBA Activities for the Coming Quarter:

RUBA staff will continue to provide assistance to the community staff as they work to improve the management of their utilities and become current with all reporting requirements of the RCA. Progress on the remainder of the failed essential indicators will be monitored, and a letter acknowledging their correction will be written when RUBA receives verification that the necessary corrections have been made.



# Chuathbaluk Activity Report

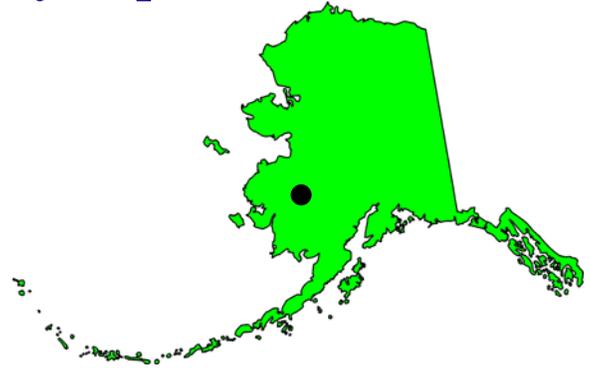
## Community Overview

Lead RUBA Staff: Jimmy Smith, Anchorage Office

2003 Population: 98

Region: Yukon-Kuskokwim Delta

Local Governments: 2<sup>nd</sup> Class City



Water is pumped from a 105-foot well into a storage tank, then treated and hauled from this point by residents. A washeteria is available. The school has its own watering point, and some homes have individual wells, but none have complete plumbing. Honeybuckets and privies are used by most residents for waste disposal; a few homes have septic tanks. The school and clinic have a septic tank/leachfield system, as do several homes. The septic systems are failing due to clay and silt. A water and sewer Master Plan has been completed. Repairs to the pump house, water treatment, washeteria, school sewage lagoon and other components have been funded. Refuse is collected weekly. The Middle Kuskokwim Electric Co-op provides power from Chuathbaluk to Stony River. Electricity is provided by Middle Kuskokwim Electric Cooperative.

## RUBA Activity This Reporting Period

A City Manager was hired. November 21, 2005 RUBA staff interviewed Madrona Sakar, City Manager and updated the RUBA status report over the phone. Also interviewed Ann the City Clerk/Bookkeeper. November 28, 2005 RUBA staff spoke with Dave Cramer, Summit Consulting Services, Inc. and got information to update this report. 11/29 received documentation on the preventive maintenance, inventory control list and critical spare parts list. An updated business plan for the system is being worked on by Summit. RUBA staff worked with the City of Chuathbaluk, State VSW and Summit Consulting Services, Inc., since October 2005 on the RUBA Essential and Sustainable indicators deficiencies. As of 12/1/05 we have accomplished 100 percent in both indicators. I would like to acknowledge everyone for all the hard work put into this effort especially the new City Manager. Currently, the Sanitation Facilities Master Plan Update and the new Business Plan are in the process of being updated by Summit. Collection rate for water and sewer billings ending October 2005 was 100 percent.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The city did receive their pull bingo/pull tab license from the Department of Revenue. The city hopes to generate a small revenue source for the community. The city manager and council members have implemented a fee for water purchase from the watering point. The fee is \$1.00 for five gallons of treated water from the watering point. The community members have been getting their water from the local school and using other water sources within the community. The City started billing for sewer in May 2005 and water in September 2005. October 2005 financial report indicates a collection rate of 100 percent.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The city manager has been using their QuickBooks software program to keep track of all their expenses for the community. The city is keeping track of all their incoming cash using the NEBS cash receipt system. The NEBS cash receipt system has been a very useful tool for the staff to keep track of all their incoming funds. The city staff reconciles their bank accounts using the QuickBooks program software each month.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

**Tax Problems Comments:**

Payroll tax deposits and quarterly reports are up to date.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

Workers' compensation insurance is through AML/JIA effective 7/1/2005 to 7/1/2006.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the "Open Meetings Act" for all meetings.                  |

### Organizational Management Comments:

A water and sewer ordinance was passed by Council on July 12, 2005. The present City Manager has 5 years experience as a Tribal administrator and 4 years as a President of a Tribal Council. The City Clerk/Bookkeeper has 2.5 years of bookkeeping experience and is trained.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has completed and distributed its <u>Consumer Confidence Report</u> (CCR).  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The long term operator has been rehired to work for the city. The commitment and expertise from the operator has help the city in locating the water break in the community this spring.

**RUBA Activities For The Coming Quarter:**

RUBA staff will continue to provide assistance over the phone and fax. The manager continues to implement RUBA recommendations for the community.



# Coffman Cove Activity Report

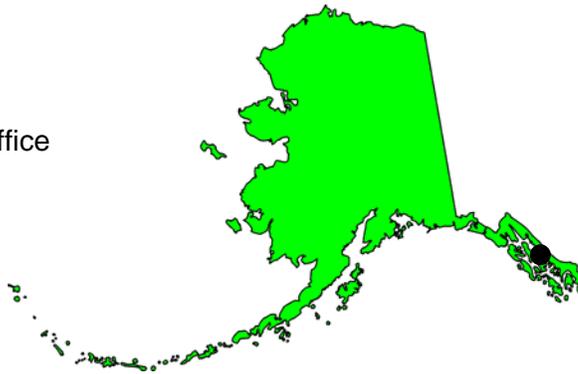
## Community Overview

Lead RUBA Staff: Katharine Heumann, Juneau Office

2003 Population: 163

Region: Southeast

Local Governments: 2<sup>nd</sup> Class City



The City of Coffman Cove operates and manages a piped water and sewer system. The city council is the policy making body for the utility. Due to archaeological site discoveries, residents have relocated to three new subdivisions (Bowhead, Dog Creek, and Forest Service) on land previously owned by the University and Department of Natural Resources. Coffman Cove uses a surface water source; a new water treatment system and storage tank supply the piped water system. A piped sewage system was recently completed. Sixty-nine homes now have complete plumbing. The City burns refuse, hauls the ash to Thorne Bay, and bales non-combustibles.

## RUBA Activity This Reporting Period

RUBA staff continued to provide support to the city clerk. The City has requested additional assistance with records retention. They are working on setting priorities and getting historical files in order.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

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#### Sustainable Indicators

- The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs.
- YTD revenues are at a level equal to or above those budgeted.
- YTD expenditures are at a level equal to or below those budgeted.
- A monthly manager's report is prepared.
- Budget amendments are completed and adopted as necessary.

**Finances Comments:**

City and Water/Sewer Budgets appear to be realistic and comprehensive. Monthly financial reports are provided to the city council. The utility currently does not have enough revenues to cover operating expenses. The City is putting money aside in a reserve account for major breaks and repairs. YTD revenues are equal to or above those budgeted. YTD expenditures are equal to or below those budgeted. Budget amendments are completed as necessary.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The City has a collection policy and actively follows it, which is evident by their high collection rate. There are, however, a few delinquent accounts the City is actively pursuing. Customers are routinely billed on a monthly basis. The City is using QuickBooks Pro for its accounts receivable and accounts payable. The office manager calculates payroll, completes payroll tax reports, and makes tax deposits. The City also has a cash receipts and cash disbursement system to record money received and spent. The City utilizes QuickBooks Pro to create and maintain a chart of accounts. The office manager routinely completes bank reconciliations. The City also has a purchasing system.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The City uses QuickBooks Pro to calculate, track, and report payroll tax liabilities. The City is current on filing their tax reports and making tax deposits.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The City has a posted workers compensation insurance policy. The City has an adopted personnel policy reviewed by the city attorney. All position descriptions have been recently reviewed and updated excluding the city clerk. The City does not strictly follow the adopted personnel evaluation process that links job description to performance evaluations. The City has a written hiring process; however, they usually add the duties of a new or vacant position to an existing position to provide more hours for the existing position (majority of positions are part-time). The City has personnel folders with required information including I-9, job application, and letter of acceptance. The City has a probation period of three months. A performance evaluation is provided at the end of the three month period. The City provides training opportunities for staff as needed.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

---

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The City of Coffman Cove owns and operates the water and sewer system. The city council is the policy making body for the utility. The office manager/treasurer reports the city council is interested in the operation of the water and sewer utility and requests separate financial information for the utility. The office manager/treasurer is also the utility manager. She attended the Financial Utility Management class in Ketchikan May 2003 and owns and operates her own small business. The office manager/treasurer is trained in the operation of QuickBooks Pro. The City has adequately trained utility operators. The main operator is Level I certified and testing for Level II. The back-up operator is Level I certified. The City has adopted the necessary ordinances to give it the authority to operate. The Mayor has drafted an organizational chart for the City. The city council meets as required and complies with the Open Meetings Act.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

Utility operators have achieved or are working towards the necessary certification. The utility has a preventative maintenance plan. The utility manager does not receive a formal O&M report from the utility operator and does not routinely "spot check" facilities. While utility staff are safety conscious, they do not necessarily conduct safety meetings because there are not enough of them to conduct meaningful meetings. The utility has not suffered any major problems due to management issues. The utility is operating above the level of service proposed. The operator routinely provides status reports to the utility manager. The utility has completed and distributed their CCR. The utility is not on the SNC list. The utility maintains an inventory control and critical spare parts list and is in the process of updating that list.

### RUBA Activities For The Coming Quarter

RUBA staff is planning a Prince of Wales Island training for Clerks and Administrators. Support via telephone and fax are provided on a continuing basis. An additional visit was requested to provide records retention support, however, the City was advised that support for this effort may best be provided via phone and fax due to staffing and prioritization issues.



## Cold Bay Activity Report

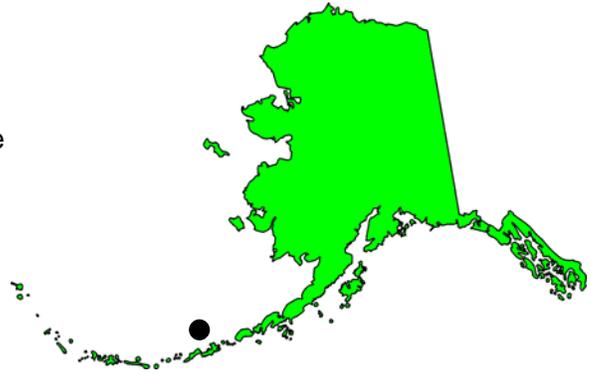
### Community Overview

Lead RUBA Staff: John Nickels, Anchorage Office

2003 Population: 95

Region: Aleutians

Local Government: 2<sup>nd</sup> Class City located within the Aleutians East Borough.



City provided services include piped water, piped sewer, landfill, health clinic, dock, fire/EMS/ambulance and a library. The city municipal building includes a fitness center. The new community center is open and provides space for training or community presentations from outside agencies. Currently, water is supplied by one well and stored in a 213,000-gallon tank. The city has applied for funding to dig a second well. The majority of residents are connected to the piped water and sewer system. A few homes have individual wells and septic systems. The sewage treatment plant can process up to 45,000 gallons a day. Residents transport their own refuse to the landfill located 1.5 miles north of the city. A feasibility study is being done to determine whether to clean up or replace the landfill. G & K, Inc. provides electricity to the community.

### RUBA Activity This Reporting Period

On November 8, 2005, RUBA staff met with City of Cold Bay staff to complete a RUBA Assessment of Management Capacity Indicators. City staff provided documentation supporting the conclusions in the assessment report, and those documents are available with the RUBA staff for review. The VSW Engineer George Wilson, accompanied RUBA staff on this visit, and collected data necessary for a business plan he is writing for the city's sewer/water project. During the visit, RUBA staff attended a meeting of the Cold Bay City Council, and later discussed with the mayor possible resolutions to the problem of lower revenues the city is experiencing. Since then, RUBA staff has assisted the clerk with specific QuickBooks questions and, at her request, located QuickBooks training that she could attend in Anchorage.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>All revenue and expenses for the utility are listed in the utility budget.</b>                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has adopted a balanced realistic budget.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>Monthly financial reports are prepared and submitted to the policy making body.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility is current in paying all water/wastewater electric bills.</b>                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.</b>  |
- 

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager’s report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The FY-06 budget appears to be realistic, balanced and includes all city enterprises and activities; however expenses are organized in a manner that makes it very difficult to determine the cost of providing water and sewer service. For example, the utility operator estimates 40% and 20% of his time is spent operating the water and sewer utilities respectively, but his entire salary is listed under the Public Works portion of the budget. Similarly, portions of the worker's compensation insurance, health insurance, and expenses associated with providing housing to the operator are not shown in the water and sewer budgets. Utility budgets should include all expenses associated with operating the utility, including prorated portions of those expenses that cover other city activities or enterprises, as well as amounts to be saved for equipment repair and replacement, and capital replacement of the facility. Monthly financial reports to the city council reportedly consist of a current profit and loss statement generated using QuickBooks Pro accounting software, and copies of the most recent bank account statements. While the profit and loss statement gives the reader year to date revenue and expense data, it is difficult to see month to month fluctuations, and more importantly, it is not presented with the budget. The clerk reported that month to date and year to date data is presented quarterly, however it is essential that the manager and council members are able to monitor revenue and expense data each month, and compare it to the budget to verify management's effectiveness or identify problems.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a cash disbursement system that records how money was spent.</b>                               |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Comments:**

Financial accounting for all city operations is carried out using the 2003 version of QuickBooks Pro accounting software. Billing occurs monthly with a statement being mailed to each customer that includes all city charges. Reports are produced using QuickBooks for various accounting functions including accounts receivable, accounts payable, payroll, cash receipt and cash disbursement. Sections 100, 110, and 120 of Chapter 36 of the Cold Bay Code of Ordinances define rules for utility rates and collections; the utility enjoys a high collection rate, with little outstanding debt.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

Forms 941, Federal tax payment confirmation records, and Department of Labor reports for the last four quarters all indicate that the city is current with tax reports and payments. Tax deposits are made electronically each pay period by the city clerk. The IRS confirmed that the city is in compliance and has no Federal tax liabilities at this time.

## Personnel System

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |
- 

### Sustainable Indicators

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

### Personnel System Comments:

Personnel policies and procedures are found under a section by that name in the Cold Bay Policy Manual. The hiring process, probationary periods, performance evaluations, and other personnel issues are covered in detail however there were no examples of written employee evaluations available for inspection by RUBA staff. The city followed its personnel code in the recruitment and hiring of the new Public Works Director and the new City Clerk/Treasurer.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) to give it the authority to operate.</b> |
- 

### Sustainable Indicators

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

The policy making body meets regularly and reviews the utility services at each meeting. All meetings are posted as required. A verbal report is required from the utility manager at each meeting. City staff is proficient and council members show a high level of interest and concern for utility management issues. With the help of city staff, a draft organizational chart showing the current structure was created, but it has not been adopted by the city council.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The utility operator is currently certified at the OIT level for both the water and wastewater utilities, and is working toward accumulating necessary experience for level I certification. There are comprehensive operations and maintenance manuals for both water and sewer utilities, that include chapters on a safety program, safety equipment, procedures, and safety meeting outlines, however city staff knew of no safety meetings having been conducted. Lists for inventory control or critical spare parts are not known to exist.

**RUBA Activities For The Coming Quarter**

RUBA staff will provide assistance as requested and monitor the following areas: -amendment of the utility budget to more accurately reflect actual costs of providing water/ sewer service;

- modify current financial reporting to include month to date and year to date information with the budget
- Continue codification project;
- Encourage completion of regular employee evaluations;
- Revise and update city water/sewer ordinance.



# Deering Activity Report

## Community Overview

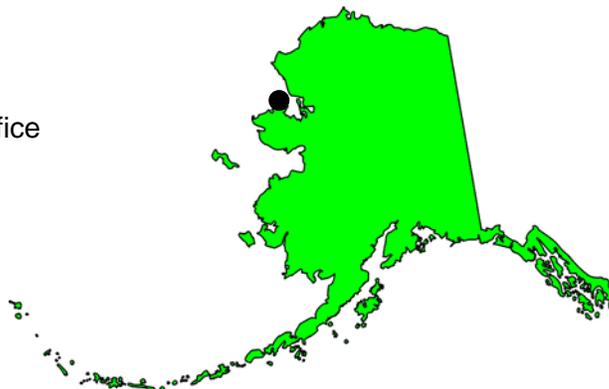
Lead RUBA Staff: Margaret Hansen, Kotzebue Office

2003 Population: 131

Region: Northwest Arctic

Local Governments: 2<sup>nd</sup> Class City,

Tribal Council



The City of Deering operates the piped water & sewer system, central watering point and water delivery haul system. The City Council is the policy making body for the utility. Water is derived from the Inmachuk River; is treated and pumped to a 400,000-gallon insulated storage tank. Water is delivered to home tanks or hauled from the watering point. Major improvements are completed for their water haul and vacuum sewer system. The new washeteria and water treatment plant project is completed. The City would like to purchase an incinerator with waste heat recovery to reduce the volume of refuse.

## RUBA Activity This Quarter

RUBA staff provided on site training and assistance on awarded emergency water/sewer project and funding sources along with timelines for future water/sewer needs.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

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#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The city has once again been able to save \$10,000 for repair and replacement costs. We have completed a rate study and the council plans to increase the rates in January 2006.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

---

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Comments:**

After a year of on site training and assistance, this administrator is right on task so able to keep up with all the accounting.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

No tax problems. The administrator makes her deposits right after payroll as trained and reports quarterly.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

Although the city is on a monthly payment plan for their insurance, she is able to pay as planned.

**Organizational Management**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

This administrator continues to attend training sessions to continue to refine her knowledge and pass it on to the council. Four of the council members were able to attend the Newly Elected Officials training in Anchorage.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The city had violations for not taking enough entry point chlorine readings and turbidity readings. RUBA staff as well as the Maniilaq RMW and the engineer have worked with them to do the readings.

**RUBA Activities For The Coming Quarter**

RUBA staff will travel this next quarter to follow through with the closeout of the emergency repair grant, follow through with rate study and monitoring requirements.

## Ekwok Activity Report

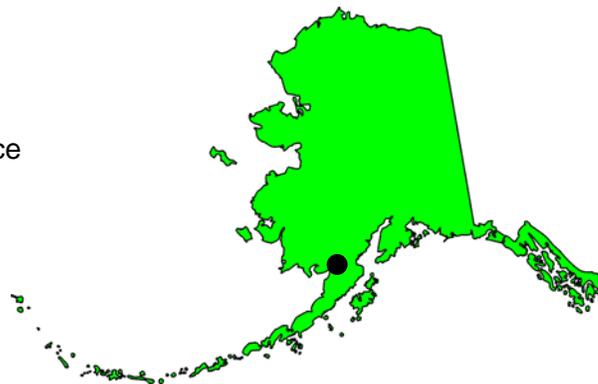
### Community Overview

Lead RUBA Staff: Ralph Andrew, Dillingham Office

2003 Population: 128

Region: Dillingham

Local Governments: 2<sup>nd</sup> Class City



Individual wells provide water for the majority of the community. Approximately 20 HUD homes have individual wells and a piped septic system. The City operates a piped sewage system with sewage lift station which connects to approximately 16 additional residences. The remaining homes use septic systems or a flush/haul system; a sewage pumper is available. 36 of 42 homes have complete plumbing. The community needs a washeteria with a water source and treatment system. Landfill services are available at no charge. Electricity is provided by Ekwok Electric.

### RUBA Activity This Reporting Period

During the quarter, RUBA provided city staff with assistance budgeting and assembling certified financial statements. The city administrator continues to assemble financial information and anticipates completion shortly. Until budgets and financial reports are complete, the city can not access Energy Assistance funding. However, the fuel supply on hand is said to be sufficient for the winter. Legislative staff from Representative Moses' office contacted RUBA to request a status report concerning fuel; RUBA provided a summary and will continue to offer assistance to the acting city administrator with budgets and required reports. RUBA maintains regular contact with the VSW engineer assigned to the water/sewer project. The city's progress in meeting USDA RD grant conditions in the prior quarter reportedly delayed this quarter's construction schedule. Over the summer, twenty-five wells were drilled. Service connections are expected to be installed in summer 2006. VSW is in contact with BIA concerning land issues and continues working with the contractor to amend the construction schedule and analyze sewer options. The community and VSW continue to prepare for business plan development, a remaining special grant condition. RUBA will continue to provide technical assistance and monitor the project. In other city business, the city held elections and expressed interest in RUBA's offer of council training on various topics. Also notable, a community service provider affiliated with the city alerted RUBA about concerns related to a council member's alleged disclosure of sensitive information. RUBA offered recommendations to the city council and will continue to monitor the concerns.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A monthly manager's report is prepared.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

The FY 2006 water/sewer operating budget resembles the prior year's budget. The budget developed in response to the USDA RD grant conditions will be implemented upon completion of the current project.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

#### Sustainable Indicators

- |                          |                                     |   |
|--------------------------|-------------------------------------|---|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

An accounts payable and receivable system was implemented in prior quarters with assistance from RUBA staff based on the Model Financial Record Keeping guide. The city's payroll obligations appear to be met and recent quarterly reports appear accurate and timely filed.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The city calculates, tracks, and reports tax liabilities primarily with a spreadsheet-based system created by RUBA staff. Payment of federal and state ESC tax liabilities appear timely.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The city purchases Worker's Compensation through AML/JIA. A personnel policy is included in the city code. The administrator retains a file of current job descriptions. Positions report directly to the Mayor.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The Administrator's experience includes high school diploma, city council experience, construction, carpentry, some computer courses and he has an interest in PC and accounting courses. The administrator's responsibilities include city clerk functions and bookkeeping.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

The city provides septic pump out services for residences and community buildings and maintains the lagoon. They are not required to have a certified water operator or wastewater operator, so that indicator is marked yes. The designated operator for the sewage pumping service varies based on personnel available. The electric utility operator assigned to water/wastewater operations has contacted the regional Remote Maintenance Worker for assistance in updating the preventative maintenance plan to reflect existing operations. The city hall watering point is not presented in operational or financial policies and statements. Neither is it included in reports to the governing body. If the project is not completed this season, RUBA's recommendation is to add the community watering point to the operational and financial policy statements.

### **RUBA Activities For The Coming Quarter**

RUBA will offer continued assistance with the development of an RCA-compliant water/sewer ordinance development. RUBA anticipates travel to the community to provide general training to staff and city council members.



# Emmonak Activity Report

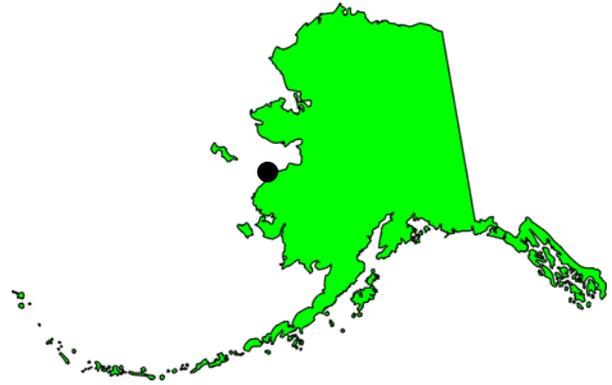
## Community Overview

Lead RUBA Staff: Marita Hanson, Bethel Office

2003 Population: 818

Region: Yukon-Kuskokwim Delta

Local Governments: 2<sup>nd</sup> Class City and Tribal



The City of Emmonak owns and operates the piped Water/Sewer system. The City also owns and operates the Washeteria/Sauna. A new washeteria construction is in the last stage of completion. It should be operational in spring of 2006. The City council is the policy making body for this utility. Water is derived from the Yukon River and is treated. Piped water and sewer services are provided to most of the residents of Emmonak. Currently there are 177 connected to this system. Out of those connected, there are 151 residential homes and 23 businesses in service. The next Water/Sewer Village Safe Water (VSW) funding will connect 6 new Emmonak tribal housing.

## RUBA Activity This Reporting Period

As in the past, this quarter RUBA has been working with the City of Emmonak through phone, fax, e-mail and regular mail in addressing the essentials that were changed from the previous quarter report. RUBA is happy to announce that one of these essentials through the hard work of the City Manager and his bookkeeper have been properly addressed. The City is now current with AVEC on all accounts as of December 2005. On the other hand, the fuel loan amount has reduced and will be caught up as early as mid-January or even sooner depending on revenues for that month. The City has enough fuel for the winter according to the City Manager. The City is in the process of amending the utility ordinance and possible sale of a city building located at the airport to ATS. The council has not yet acted on this and it is still an on-going discussion but the City staff are preparing the necessary information that will be needed just in case. RUBA has talked with the City Manager and John Moses, Planner, who has been tasked to work on these. A review of the ordinance amendment step by step process has been provided to Mr. Moses through the phone by RUBA LGS. A copy of the RUBA Utility Ordinance along with attachments of residential and commercial user fees were provided to the City.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>All revenue and expenses for the utility are listed in the utility budget.</b>                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a balanced realistic budget.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>Monthly financial reports are prepared and submitted to the policy making body.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current in paying all water/wastewater electric bills.</b>                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.</b>  |
- 

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager’s report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The essential indicators are met. The debts to AVEC have been paid as of the end of December 2005. The past debt of the energy loan payment is just about paid up. The bookkeeper is optimistic that this will be paid up by January 2006. Fuel for the winter was delivered by Delta Western. This had been paid in full through the bridge loan program per the Manager. The City Manager provides a monthly managers report verbally to the City Council at the monthly meetings. Subsidy monies sufficient to cover operating expenses, repair and replacement costs are from Sales tax and some from gaming donation.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |
- 

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly bank reconciliation’s have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

All essentials continue to be met. From the time this bookkeeper was hired to replace the previous staff, she has been working on updating the bank reconciliations. The gaming department is done. She has been in the process of working to update the general account.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The City is in compliance with taxes according to the IRS tax status report from IRS in October and then a follow up to Mr. Moss, IRS when a request for an update by RUBA was called for end of December 2005.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

Essential is met. RUBA has received a copy of the AML/JIA insurance payment contract of \$4,567.00 a month. The City is current on the payments.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

All essentials are met. The October elections seated the following people on the council: Jacob Redfox-Mayor, Edward Andrews-Vice, James Kameroff-Sec/Treasure, Cornelius Benefict-Member, Billy Charles-Member, Anna Lee-Member and Andrew Kelly Sr.-Member.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

Essential continue to be met. Merlin Redfox, Operator had attended the training in October 2005 at Bethel. However, he did not pass the test. John Murphy, lead operator has informed RUBA that they will schedule the next one with YKHC/OEH. He will find out when this will take place after the holidays. RUBA also informed the lead operator to follow up on the sustainable indicators. Again, the importance of addressing these indicators was explained to the lead operator. RUBA has asked that once these are developed, to send copies to the RUBA Bethel office.

### **RUBA Activities For The Coming Quarter**

RUBA will continue to follow up on progress of this organization and meeting all indicators. RUBA will provide technical assistance where needed.



## False Pass Activity Report

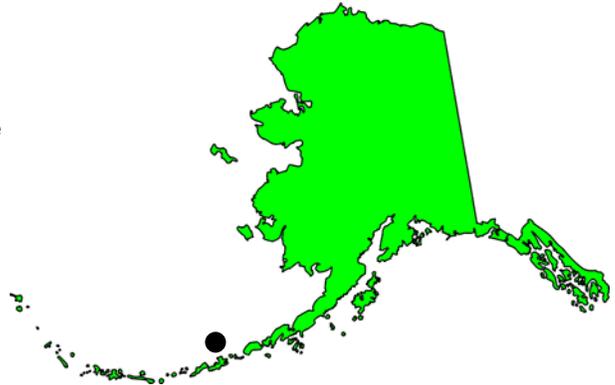
### Community Overview

Lead RUBA Staff: John Nickels, Anchorage Office

2003 Population: 69

Region: Aleutians

Local Government: 2<sup>nd</sup> Class City located within the Aleutians East Borough.



City provided services include piped water, electric, refuse collection, landfill, public safety office, volunteer fire, dock, airport (state contract), roads, community hall, youth center, library, boat haul-out, pet registration, driver licenses, and voter registration. The city also maintains the buildings housing the Post Office, Library, and Clinic. Construction of a small boat harbor is expected to begin in 2005. Water is derived from a nearby spring and reservoir and is treated and stored in two 60,000-gallon tank. Most homes are connected to the piped water system. Almost 80% of the homes are fully plumbed. Many residents have individual septic tanks; wastewater from seafood processing flows directly into an outfall line. A community-wide septic system is designed and funding for construction is being sought. The community is in compliance with DEC water regulations.

### RUBA Activity This Reporting Period

The city clerk, hired in July 2005, resigned effective December 10, 2005. A new clerk has been hired and RUBA staff is planning a trip to the community in January 2006 to conduct clerk training, and to verify the status of assessment indicators that were not met in August.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

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#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

There are budgets for all utilities in place, however due to turnover of city staff, certain errors and omissions were not discovered before the budget was adopted by the city council. An ordinance amending the budget was passed October 18, however RUBA staff has not received a copy. Monthly finance reports, generated using QuickBooks Pro and Excel, which report the amounts of the adopted budget, the monthly expenditure or revenue, the year to date expenditure or revenue, and the remaining budgeted amount have been presented to the council quarterly or semi-annually, and statements from checking and savings accounts have been presented monthly. It is unknown whether recommended changes to the format of the monthly financial reports have been made.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

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#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Systems Comments:**

All essential accounting systems are in place and use QuickBooks Pro accounting software. The utility continues to actively enforce the collection policy with great success. A utility employee may also work part-time in several city departments; however, the employee time sheet tracks hours worked for each department and the payroll system pays accordingly. All customer service charges are combined on one invoice to avoid confusion.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The city remains current on all tax deposits.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The city carries workers compensation insurance with AML/JIA and has received the Gold Pan award for an excellent safety record. Personnel folders for all employees are in place, however in reviewing several, two were found with photocopies of personal identification, but no I-9 forms.

### Organizational Management

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

#### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The local governing body is very active in amending, adopting, and enforcing utility policy. They meet as required and the meetings are noticed properly. The utility operator, bookkeeper and manager are all qualified individuals. RMW Doug Abbas travels to the community to provide on-site operator training as the community has cut all travel and training due to the loss of Municipal Revenue Sharing and lower levels of locally generated tax revenues, largely a result of the decline in the salmon fishery.

### Operation of Utility

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

Due to employee turnover, the city currently has one certified operator who is working to maintain his certification, and one new operator who is eager to become certified. The utility operator presents a monthly meeting verbally or written at each council meeting.

### **RUBA Activities For The Coming Quarter**

The following activities are planned:

- (1) A trip to the community is planned for January 2006 for clerk training (second clerk since July '05), and to re-assess the essential RUBA management capacity indicators;
- (2) provide assistance to the new clerk as needed;
- (3) review personnel policies and job descriptions.



# Gambell Activity Report

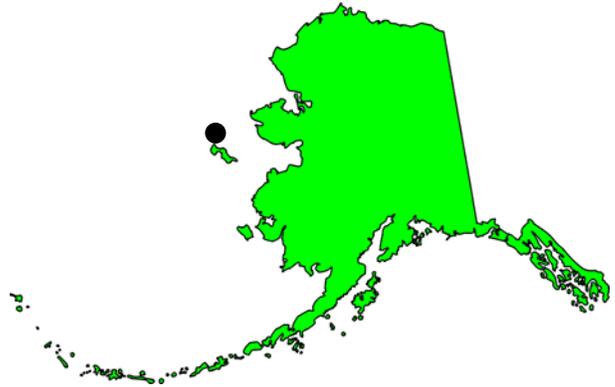
## Community Overview

Lead RUBA Staff: Josie Bahnke, Nome Office

2003 Population: 648

Region: Bering Straits

Local Government: 2<sup>nd</sup> Class City



Water is derived from a shallow aquifer at the base of Sivuokuk Mountain, and is treated and stored in three storage tanks. 121 homes and 13 public and commercial buildings including the school and washeteria are now connected to the piped water and sewer system. Forty three homes in the original townsite still haul water and honeybuckets. A feasibility study is complete. A new water source and additional water storage tanks are needed to ensure no shortages will occur. Significant infrastructure growth is proposed over the next 5 years. The first phase of improvements upgraded the existing infrastructure, including water treatment, lift station upgrades, and a 2.2 million gallon water storage tank. The second phase will be to develop a well field 2 miles outside of town at the south end of Troutman Lake, and construct a summer only raw water transmission line. The third phase will be water and sewer service to Old Town (approximately 43 service connections). Ultimately, there will be 174 residential services. New service connections to 10 new HUD houses and a new clinic are planned for 2005, despite the fact that the aquifer is already being over pumped and will not support the additional development.

## RUBA Activity This Reporting Period

Nome RUBA staff traveled to Gambell on September 19th-21st to train the new utility clerk on Quickbooks Pro, accounts receivable, and billing for work conducted recently on individual homes. RUBA staff also worked with the Mayor on drafting revisions to the water and sewer ordinance, FY06 PILT resolution, and FY 06 budget. The Common Council adopted the FY 06 budget on December 7, 2005. In late November, Nome RUBA staff was informed that the City Clerk had resigned. The new Water Plant Operator that was hired last quarter successfully completed OIT water treatment and water distribution training.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager’s report is prepared.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The Common Council adopted their FY 06 budget ordinance on December 7, 2005. Nome RUBA staff received a copy on 1/04/05 and is reviewing it for accuracy. Based on a cursory review, Gambell Water and Sewer/Washeteria does have a balanced budget. However, the establishment of a Repair and Replacement fund is highly recommended to cover routine and unexpected maintenance costs. Monthly financial reports are prepared by the Utility Clerk and submitted to the Utility Board. Residential customers pay \$75 a month for water and sewer. According to the recommended budget in their business plan, residential customers need to pay \$90 a month and it would gradually increase to \$105. RUBA staff recommends implementing the business plan and considering the appropriate rate adjustment. The Gambell Water and Sewer Utility continues its best to scrape by.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

---

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

#### Accounting System Comments:

The utility has an adopted collection policy, and has been following it more consistently. The new utility clerk, who previously held the position in 2004, uses QuickBooks Pro for payroll, accounts receivable, and billing. Unfortunately, the previous utility clerk did not utilize it consistently so, RUBA staff and new Utility Clerk created a new Company starting with beginning FY 06. This included entering customer accounts, accounts receivable, payable, and new Chart of Accounts. Bank Reconciliations have been completed this quarter for all of FY 2005. A NEBS cash receipt system is utilized for accounts receivable and Economic Register for tracking expenditure.

### Tax Problems

#### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current on filing tax reports.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

#### Tax Problems Comments:

Gambell Water and Sewer has set up an installment agreement of \$1,100 a month with IRS. This was necessary since taxes weren't paid for quarters in 2004 & 2005. However, they must be current with reporting and deposits to qualify for the repayment plan. According to the IRS, they are in danger of default since they are paying with their quarterly returns and not making regular deposits.

**Personnel System**

**Essential Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <b>Yes</b>                          | <b>No</b>                |  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

Gambell Water and Sewer is insured by the AML/JIA for FY 06 and are in good standing. The Utility Board passed a resolution and signed a payment contract with AML/JIA to make monthly payments for \$763.00. Their remaining balance for FY 06 is \$3,700. RUBA staff has prioritized personnel issues in Gambell's workplan. This will include reviewing their personnel policy, job descriptions, and implementing a more effective personnel system. The City is still considering participation in the ANTHC/DSO billing program.

**Organizational Management**

**Essential Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <b>Yes</b>                          | <b>No</b>                           |   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The policy making body enforces utility policy.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

Gambell Water and Sewer is the owner of the utility. There is a seven member utility board that makes and enforces policies. However, lines of authority between Utility staff and the Board are unclear. Decision making authority alternates between the City Council and Utility Board. The utility does not have a manager. The current organizational chart for the utility does not show who the operators and clerk report to. In the past, it has been the Mayor, City Administrator, and Utility Board Chairman. The Mayor has mentioned potential dissolution of the Utility Board, seeing it as an unnecessary expense, which is approximately \$12,000 a year.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

Minor O&M was completed this quarter. ANTHC is moving ahead with a \$340,000 water treatment upgrade and they made the FY 07 Governor's budget list for Design for a new \$3.4 million water tank. Implementation of a water conservation program to limit consumption and protect the existing water supply has been a success. Late last summer, efforts to achieve conservation goals were met by going house to house to make plumbing repairs. At the advice of the RMW and VSW Engineer, a new lift station pump, well pump, and VSD were ordered from the Alaska Utility Supply Center at ANTHC and paid for with NSEDC (CDQ) Community Benefit Share funds. In September, the new Water Plant Operator, Jan Campbell successfully completed OIT training (Water treatment and distribution) in Nome.

### **RUBA Activities For The Coming Quarter**

Nome RUBA staff will travel to Gambell this quarter to provide training to the new City Clerk. Training will include monthly financial reporting, payroll taxes, filing financial and narrative reports to funding agencies, and general bookkeeping. In February, Nome RUBA staff will conduct an Organizational Management workshop in Nome. Gambell's participation is strongly encouraged.

# Golovin Activity Report

## Community Overview

Lead RUBA Staff: Josie Bahnke, Nome Office

2003 Population: 146

Region: Bering Straits

Local Government: 2<sup>nd</sup> Class City



The City of Golovin is the policy making body for the utility. Currently, the City is responsible for the management of the water supply and storage system, as well as water treatment plant and washeteria. In conjunction with ANTHC, they are in the process of constructing a community-wide piped water and sewer system. Water is pumped from Chinik Creek, treated, and stored in tanks. Approximately 50% of all households are plumbed. Twenty-eight homes currently have water delivered by truck, 27 haul their own water, and 13 collect rainwater during the summer. Ten homes with septic tanks have experienced drain field failures, 25 households use honey buckets and 21 homes use pit privies. A new 1.2 million-gallon water tank has been built, new washeteria is under construction, and a water/sewer project is underway. To date, two homes, new clinic, school, and Church are hooked up to water and sewer.

## RUBA Activity This Reporting Period

As a result of their regular election in October, all seven Council seats were filled with new members that have placed water and sewer as their highest priority. Nome RUBA staff traveled to Golovin on November 15 to provide Newly Elected Officials Training to the City Council, review what work still needed to meet RUBA essential indicators, and assist with the transition of gasoline sales to Golovin Public Utilities. A second trip was made on December 20 to attend an FY 06 budget work session, work with staff on RUBA essential indicators, capital improvement grant budgets, and renewing contracts and lease agreements for 2006. The current ANTHC water distribution and sewer collection project in the lower village was shut down in August 2005 because the City is not meeting special grant conditions required and funders have refused to release remaining funds to the project. ANTHC is tentatively scheduled to renew construction activities if the City satisfies all the essential capacity indicators identified in the RUBA assessment by January 20, 2006. In August, RUBA staff drafted a second workplan that prioritized the deficient essential indicators with timeline to meet ANTHC's January deadline for continued construction. Since that time, the former Mayor and former City Administrator were temporarily hired at different times to address deficient indicators. The FY 06 budget is the only item that has been addressed. Technical Assistance was also provided via telephone, e-mail, and fax with personnel issues, FY 06 budget, FY 04 Certified Financial Statement, PILT resolution, ordinance amendments, and monthly financial reports.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

**Sustainable Indicators**

- |                          |                                     |   |
|--------------------------|-------------------------------------|---|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | A monthly manager’s report is prepared.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The FY06 budget was adopted on December 30, 2005 with the assistance and advice of RUBA staff. The City Clerk has been consistent in updating the excel spreadsheets for their revenues and expenditures, but monthly financial statements are still in need of improvement. Since the gasoline fund was moved to Golovin Public Utilities in October, management and accountability of funds has improved. In December, Norton Sound Economic Development Corporation (CDQ Group) distributed \$75,000 check to each of it's member communities. This has made it possible for the City to get current on all outstanding bills and pay for fuel and electricity.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

### Accounting System Comments:

The Utility Clerk bills water customers once a month. The W/S utility clerk issues notices to delinquent customers when their bill reaches \$200. City staff utilizes both a manual and computerized system (QuickBooks Pro). Based on RUBA staff observations, computer and manual records continue to be used inconsistently. At present, there is no full-time utility clerk and the City Clerk has been updating Quickbooks Pro. It was recommended to the council that a separate NEBS receipt system be ordered for the water/sewer enterprise. Also, the possibility of combining the Water & Sewer Utility Clerk with the Golovin Public Utility Billing Clerk has been discussed. The accounts payable system needs improvement. Despite being able to pay off current liabilities with the use of NSEDC funds, RUBA staff has noticed during site visits that bills often get stacked up and don't get paid in a timely manner resulting in unnecessary interest charges and associated fees.

### Tax Problems

#### Essential Indicators

- | Yes                                 | No                                  | NA |   |
|-------------------------------------|-------------------------------------|----|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            |    | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            |    | <b>The utility is current on filing tax reports.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> |    | <b>The utility is current on making tax deposits.</b>   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> |    | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

### Tax Problems Comments:

City staff has been trained to calculate and report payroll tax liabilities, but they are not making regularly scheduled tax deposits. The City of Golovin needs to prioritize regular tax deposits and filing tax reports to avoid penalties and interest.

**Personnel System**

**Essential Indicators**

Yes No

**The utility has a posted workers compensation insurance policy in effect.**

**Sustainable Indicators**

- The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language.
- The utility has adequate written job descriptions for all positions.
- The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.
- The utility has an adequate written hiring process.
- The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.
- The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.
- The utility provides training opportunities to staff as needed and available.

**Personnel System Comments:**

The City of Golovin has workers compensation insurance through AML/JIA for 2006 and is in good standing. The idea of combining the Golovin Power utility and water/sewer clerk position was recommended to the City Council, but was only implemented with the gasoline sales and inventory. A formal hiring and personnel evaluation process was introduced to the previous Council in 2005, but has not been adopted. Nome RUBA staff has prioritized Personnel Management training with the new Council as a priority for Spring 2006.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body enforces utility policy.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained manager.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained operator(s).   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The City of Golovin is the policy making body for the utility. Presently, the utility does not have a manager. The duties of the manager were being performed by the City Administrator, who was laid-off in August. At present, the City Clerk is doing her best to maintain the water and sewer account along with her other civic duties. An organizational structure change in the future may be necessary to enable the City to run an upgraded water and sewer/electric utility as efficiently as possible. RUBA staff is working with the new Council on adopting a revised ordinance that includes rules and regulations of the new system.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a safety manual and holds safety meetings.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

Wayne Henry, Water Operator is OIT Certified in Water Treatment, Wastewater Treatment, Wastewater Collection and Level 1 Water Treatment. A new secondary operator, Dale Aukongak, was hired last quarter. He has no certifications on file with the State of Alaska. Wayne attended Level I Water Treatment training in Nome at the end of September 2005. He did not qualify for certification, but did receive 3 CEU's for the completion of the course. It is strongly recommended that he and Dale attend Intro. to Small Water systems again in Nome at the end of March. Ultimately, Level 2 certification will be necessary for the new system.

### **RUBA Activities For The Coming Quarter**

RUBA staff will schedule trips in the next quarter to conduct a reassessment of RUBA essential indicators, provide on-site training and assistance to Council and employees. Tasks include working with City Council on ordinance and personnel policy training. Continue work with clerks on improving financial reports, accounts payable system, and other sustainable indicators.

# Goodnews Bay Activity Report

## Community Overview

Lead RUBA Staff: Ralph Andrew, Dillingham Office

2003 Population: 230

Region: Dillingham

Local Governments: 2<sup>nd</sup> Class City



The City of Goodnews Bay contracts with the Goodnews Bay Water and Sewer Utility to operate a washeteria and a central watering point, provide for honeybucket haul, and has a sewage lagoon. The Goodnews Bay Water and Sewer Utility Board, a non-profit corporation, is the policy making body for the utility. Currently, treated well water is hauled from the watering point at the washeteria/clinic facility. Most homes are currently not plumbed. A piped water and gravity sewer system with plumbing for 70 + homes is under construction; homes are expected to be plumbed including installation of fixtures.

## RUBA Activity This Quarter

With community support, the tribe assumed management of the water/sewer utility in mid-2005 and continues to incorporate utility bookkeeping and policy into the tribe's organizational structure. Prior to the transfer of utility management, a non-profit utility comprised of community leaders served as the policy making body of the utility. Tribal administrative capacity appears strong and the tribal council participates in a regular joint meeting with the city and village corporation on matters including water, sewer, and sanitation. RUBA staff traveled to Goodnews Bay December 14 and 15, 2005 at the invitation of the tribal council to conduct a RUBA assessment of capacity indicators. RUBA met with the tribal council and staff, and during the assessment, found some management and financial indicators to be deficient. Tribal staff are addressing the deficiencies; RUBA will provide assistance. During the trip, RUBA also met with city officials and continues to provide support to city staff. The community water/sewer project is still underway but closed down for the winter. ANTHC expects completion near December 2006. The water dam is near completion; some residential lines were installed. Indoor plumbing is expected to start in Spring 2006. RUBA continues to share comments on the draft water/sewer business plan being developed on an online website by a consultant funded by ANTHC. RUBA maintains contact with the water/sewer utility manager who was rehired by the tribe as a Public Works Director. The utility's cash flow appears improved however honey bucket haul collections still appear low. The City continues to make contributions for operating costs. The utility outsourced its billing function to ANTHC in mid-2005. Staff say the service functions well, however many households continue to carry delinquent accounts. Concerning water plant operations, the alternate water operator quit late in the quarter. The tribe hired a new alternate operator with prior experience. Concerning honey bucket haul operations, staff have been unable to identify a source for replacing time-worn bins. RUBA encouraged the use of a honey bucket haul service agreement. Concerning laundry operations, the fuel supply is secure, new washers were installed. New dryers may not be purchased as project funds have run out. The utility hired a laundry janitor. Concerning city operations, RUBA provided assistance to city officials during the quarter on payroll management, budgets, Certified Financial Statements, personnel and gaming matters.

According to the City of Goodnews Bay's bookkeeper/clerk, the city's municipal elections took place timely this year. Throughout the quarter, the city clerk voiced concerns about city gaming. In quarters pasted the Mayor indicated intentions to cease city gaming so more could be donated to the water/sewer utility. The city has not ceased operations to date. RUBA provided written recommendations to the Mayor, most of which echo prior suggestions. The tribal administrator expressed similar concerns about the tribe's gaming. Concerning fuel, the sole retailer is the village corporation, Mumtram Pikkai. The corporation charges \$3.61/gallon for heating fuel and \$2.75/gallon for gasoline. City officials reportedly received fuel monies under the state's Small Municipality Energy Assistance Program. The city and tribe plan to partner to build a multi-purpose facility to house a health clinic. RUBA offered to provide council member training on various topics.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>All revenue and expenses for the utility are listed in the utility budget.</b>                              |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has adopted a balanced realistic budget.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>Monthly financial reports are prepared and submitted to the policy making body.</b>                         |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current in paying all water/wastewater electric bills.</b>                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate.</b> |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.</b>  |

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**Sustainable Indicators**

- |                          |                                     |   |
|--------------------------|-------------------------------------|---|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | A monthly manager's report is prepared.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

Capacity indicators pending final RUBA Assessment report.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The Utility has a cash disbursement system that records how money was spent.                               |

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Systems Comments:**

Capacity indicators pending final RUBA Assessment report.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

**Tax Problems Comments:**

Capacity indicators pending final RUBA Assessment report.

## Personnel System

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |
- 

### Sustainable Indicators

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

### Personnel System Comments:

Capacity indicators pending final RUBA Assessment report.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The policy making body is active in policy making of the utility.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |
- 

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

Capacity indicators pending final RUBA Assessment report.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

Capacity indicators pending final RUBA Assessment report.

**RUBA Activities For The Coming Quarter**

Tribal staff are addressing the RUBA Assessment deficiencies; final report pending. RUBA will maintain contact with the utility to provide support and assistance. RUBA will continue to monitor progress on the project's utility business plan. RUBA will again offer to provide city council member training on various topics and will check in with city staff to gauge interest.



# Hooper Bay Activity Report

## Community Overview

Lead RUBA Staff: Marita Hansen, Bethel Office

2003 Population: 1,115

Region: Yukon-Kuskokwim Delta

Local Governments: 2<sup>nd</sup> Class City



The City of Hooper Bay operates multiple watering points, operates a honeybucket haul service and sewage lagoon. The City Council is the policy making body for the utility. Residents currently haul treated water from the washeteria or other watering points. Three new wells were drilled in 1997, 3 miles northeast of town. The school uses its own water system. Honeybuckets are dumped at collection points, then hauled by a 4-wheeler and trailer. Access roads and construction pads are completed. The landfill was expanded in 1997, and includes a new sewage lagoon; the combined site is nearly 20 acres in size. The new water/sewer project construction was underway and the shell of the building itself was completed. Project continues as long as the community meets the grant condition showing capability of financially supporting this project through a sanitation tariff.

## RUBA Activity This Reporting Period

As in the past, this quarter RUBA has been kept updated with the City of Hooper Bay on the indicators through documents received keeping current with financial reports, administrator's reports, phone calls and faxed documents. This community continues in meeting the special grant condition of maintaining a 75% collection rate and submits user fee reports faxed to RUBA. After the Holidays, the City gaming has experienced revenue dips. This causes payroll shortfalls, debt pile up and sometimes late payments to IRS. The administrator reports that this puts a lot of stress on the administrator and bookkeeper. He is hoping the council takes action in expense reduction especially in payroll or the City will continue to experience the above mentioned consequences. Surveys for road construction is on-going. Road damages and debris from the fall storm and flood have been taken care of. Other damages for residents are being handled by the Division of Emergency services. The playground, youth/elder building was shut down due to the cold weather and lack of construction funds. The small dock repair and construction has halted due to the building materials that the City was expecting did not make the last barge run. The Water/Sewer project is on-going. AVEC and CE2 continue to work with the City on reduction of operating costs for the new water/sewer facility. AVEC has funding of 1.3 million to begin development of wind generation in this community. Lease of land is in the works where the old tank farm was located is the site for the wind mills. The sub-regional clinic construction currently is still waiting for funding. As for the new school construction, this continues to be on-going. The City is in the process of applying for a grant through Denali Commission to get a burn box for the dump site. They are also including a bull dozer for this site. The City is no longer paying for the old head-start building and library expenses. The electricity and fuel costs are higher than the set lease rate. This step is to help reduce expenses the City is experiencing.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

All indicators continue to be met. The Washeteria operating costs continue to be subsidized when necessary through user fees and the Yukon Fuel lease funds. Copies of AVEC bills and payment to show current status have been received by RUBA. They are current. The City has enough fuel for the winter. Payment for fuel is through Small Municipality Energy Assistance Program. The City had received a resolution from the HPB Traditional Council requesting the City to abolish sales tax on fuel and gasoline due to the rising costs. The City administrator plans to recommend to the City Council an authorization to look into the wharf age fee alternative.

## Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

All indicators continue to be met.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The essentials are met.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

All indicators continue to be met.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

All indicators continue to be met. This years election seated the following people: William Naneng-Mayor, Bernard Murrar-Vice, Gabriel Seton-Secretary, D. Marc Cowart-Treasurer, Blaise Tinker-Member, Pius Hoelscher-Member and Joseph Bell-Member.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

Essentials continue to be met. The operator had attended a Level II training in Fairbanks but did not pass. He will retake this once it is planned after the holidays. Again RUBA informed the City that the sustainable indicators for the utility have not been addressed. Mr. Cowart will again inform the operator to start compiling the inventory control and critical spare parts lists. RUBA explained the importance of having these completed once again.

### **RUBA Activities For The Coming Quarter**

Continue monitoring collection of on-going monthly financial and sanitation user fee reports to make sure they continue to meet the 75% special grant condition. Provide assistance as needed or as requested.



# Kasaan Activity Report

## Community Overview

Lead RUBA Staff: Katharine Heumann, Juneau Office

2003 Population: 55

Region: Southeast

Local Governments: 2<sup>nd</sup> Class City



The City of Kasaan operates and manages a piped water system. The city council is the policy making body for the utility. Water is derived from a water infiltration gallery (impoundment) at Linkum Creek, is treated, and piped to all homes in the core area. Homes use individual septic tanks and 95% are fully plumbed. A feasibility study to examine water and sewer service for a new 121-lot subdivision is underway under the auspices of Alaska Native Tribal Health Consortium (ANTHC). The City collects and deposits refuse weekly at the Thorne Bay landfill. Electricity is provided by Alaska Power and Telephone Company. Kasaan has an annual operating budget of approximately \$280,000. Kasaan is connected via gravel road to the Prince of Wales Island road system. As of 12/29/2003, the City has been operating under a "Boil Water Notice" due to a landslide that damaged the city's potable water system. Repairs to the water treatment plant and corresponding infrastructure have been completed. The City is currently involved with completing the necessary water quality testing to remove the "Boil Water Notice".

## RUBA Activity This Reporting Period

RUBA staff visited Kasaan in December and provided additional local government training and assistance over the phone. The RUBA management assessment deficiencies were discussed with the Mayor. He felt that the deficiencies could be addressed with relative ease and committed to taking steps to doing so. Discussions included the use of a contract bookkeeper to maintain current books and billings as well as the most effective operation of the city and the tribal operations. The Mayor is actively pursuing hiring an administrator to oversee the running of the city and the supervision of the clerk and billing staff. He would like to have RUBA staff deliver NEO training to the council. The Mayor met with the City's contract bookkeeper, Todd Tew, subsequent to our visit, and began work with him to meet deficiencies.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

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**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A monthly manager’s report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The fiscal year started on July 1, 2005 and the FY06 budget was passed on October 24, 2005. The budget is balanced. All revenue and expenses are not listed in the utility budget. Todd Tew has been contracted to keep the books current. The utility receives revenues sufficient to cover operating expenses; however, user fees (\$60 per month) do not completely cover operating costs causing the City of Kasaan to subsidize the service with other sources of funding. The City has increased water utility rates in an effort to foster a self-sufficient water utility. The City is not placing any funds in a repair and replacement fund. Year-to-date revenues and expenditures are relatively close to what was budgeted. A monthly manager's report is not prepared. The city clerk reports making budget amendments as needed.

## Accounting Systems

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

---

### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

### Accounting System Comments:

The city council has adopted increased water utility and garbage service user fees an additional \$20.00 and \$10.00 per month respectively. The City has increased efforts to actively pursue past due utility accounts. Furthermore, the City has requested assistance with adopting and implementing a more aggressive collection policy. Specifically, they are considering adding a policy that any customer who is past due is required to pay 10% of the past due amount in addition to their regular monthly payment. Utility bills are sent out monthly. The City is currently using QuickBooks for their accounts receivable, accounts payable, and payroll. The City does not use a receipt book to write receipts for all payments, but they record all people who pay them so the city clerk can reconcile the cash box and deposit slips. The City uses QuickBooks for their cash disbursement system. The City has identified a chart of accounts. QuickBooks training and classes have allowed the city clerk to complete monthly bank reconciliations for all utility accounts, which is an improvement from the past. The city clerk is current on reconciling all bank accounts. The City uses a purchase order system for large purchases only (greater than \$1,000).

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The City uses QuickBooks to calculate, track, and report payroll liabilities. They are current on filing their tax reports and making tax deposits.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The City has insurance coverage through the Alaska Municipal League/Joint Insurance Association. The City has adopted a personnel policy, but it has only been reviewed by Commerce in the distant past and should be re-reviewed. The city clerk reports she will be seeking re-review in the near future. The City has job descriptions for all positions in the employee handbook. The City does not have a formal evaluation process, but the city clerk reports a regular bi-annual \$0.25 pay increase. The city clerk also reports the only time employees are contacted regarding performance is for poor performance and subsequent disciplinary action. The hiring process is documented in the City's codebook. There are personnel folders on every employee with the necessary documentation. The city clerk reports the City does not have a probationary period for new hires that includes systematic orientation, job training/oversight, and evaluations. The City provides training opportunities as needed.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

---

### Sustainable Indicators

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The City of Kasaan owns and operates the water and sewer system. The city council is the policy making body for the utility. The city council is active in making policy. The city council has adopted increased utility rates, enforces utility policy, and notifies staff regarding extending credit to residents. The bookkeeper has no formal training other than what she has learned on the job and attending Commerce-sponsored QuickBooks Pro training. In the past, the City contracted with an accounting firm in Ketchikan to keep their books. The duties of the utility manager are split among different staff, making it difficult to evaluate a utility manager. The first operator is certified as a Water Treatment OIT (expired December 2004), Wastewater Collection OIT, and Wastewater Treatment OIT. The second operator is certified as a Water Treatment OIT and Water Distribution OIT. Two other people in the community also hold water certifications. The City does not have a written organizational chart. The city council meets as required and complies with the Open Meetings Act.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

The operators have achieved the necessary certification to operate the utility. The utility has a preventative maintenance plan that was provided with the installation of the water treatment plant. Since one person is not designated as the utility manager, the manager does not receive a monthly O & M report and does not spot check facilities. The utility has a safety manual, but does not hold meetings because there is currently only two operators. The City was on a Boil Water Notice, but the Notice was not necessarily tied to management-related issues. There was a landslide in their watershed during October 2003 that extensively damaged the utility. Before the landslide occurred, the water utility was operating at the level of service that was proposed. Since repairs to the water utility were completed, the utility has returned to operating at the level of service that was proposed. The operator does not provide a status report on a routine basis. The utility has not completed a CCR since posting a Boil Water Notice. The utility does not maintain an inventory control list or a critical spare parts list.

### RUBA Activities For The Coming Quarter

Continue providing the following assistance:

- 1) provide Newly Elected Officials training; and
- 2) provide support for meeting RUBA essential indicators and increasing collection rates.

# Kiana Activity Report

## Community Overview

Lead RUBA Staff: Margaret Hansen, Kotzebue Office

2003 Population: 408

Region: Northwest Arctic

Local Governments: 2<sup>nd</sup> Class City  
Tribal Council



The City of Kiana operates the piped water and sewer system and maintains a central watering point where residents come to haul water to their residences. The City also maintains honeybucket pits and a sewage lagoon. The City Council is the policy making body for the utility. A 200,000-gallon steel tank is intermittently filled from two wells near the Kobuk River. Water is chlorinated prior to distribution through buried water mains. Piped water and sewer are provided to 75 homes, the clinic, school and community hall. Kiana maintains a 6-inch buried gravity sewer system, which drains to a lift station and is pumped through a buried force main to the sewage treatment lagoon northeast of the village. A few households haul water and use honeybuckets or septic tanks. The landfill is located west of the sewage disposal lagoon. The site needs to be relocated. A water and sewer Master Plan is being conducted for needed infrastructure improvements. Currently the cities two pumps for their sewage are down so are using honey buckets. They are still using the sewer lines pumping effluent waste water into the river. The city received enough funds to order two new pumps which should be on line in a couple of weeks.

## RUBA Activity This Quarter

The tribe has hired a new Executive Director who was the previous City Administrator before the MOA was signed. RUBA staff had planned to visit Kiana the second week of November 05 per the new administrator's request but have not been able to make it out there as of yet.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

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#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

#### Finances Comments:

Staff will travel to Kiana to review all accounting systems and provide training as well.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

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#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

#### Accounting Comments:

RUBA staff has been in contact with the bookkeeper who uses QuickBooks Pro for all accounting needs and provides a monthly report to the council in comparison to their budget.

## Tax Problems

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

### Tax Problems Comments:

Kiana is currently in compliance with tax reports.

## Personnel System

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |

---

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

### Personnel System Comments:

Staff will provide training and assistance to the new clerk in January.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained bookkeeper.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The Mayor has requested training on the Open Meetings Act once the new council has been elected and sworn in.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments-**

The main operator has been recertified for water treatment OIT, wastewater collection OIT, & wastewater treatment OIT. The Utility Director has also been certified for water distribution OIT.

**RUBA Activities For The Coming Quarter**

RUBA staff has been requested to travel to provide assistance and training to the council and will once again review the RUBA program to see if they want to update their RUBA agreement.



# Koyuk Activity Report

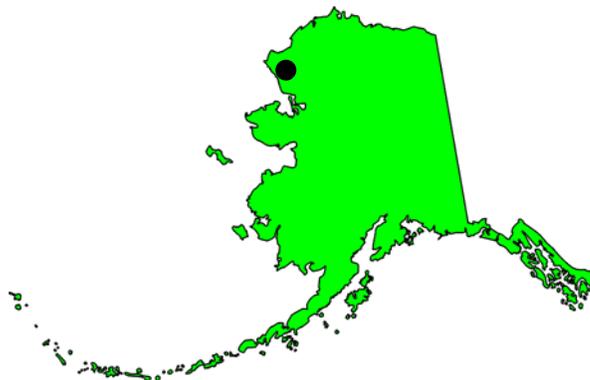
## Community Overview

Lead RUBA Leroy Seppilu, Nome Office

2003 Population: 340

Region: Bering Strait

Local Governments: 2<sup>nd</sup> Class City



The City of Koyuk operates the water and sewer system and maintains a central watering point for residents to haul their own water. There are honeybucket pits but no sewage lagoon. The City Council is the policy making body for the utility. A piped water and sewer system was recently completed for the West side of town, serving 51 households. The east loop system is under construction. The school has requested funding to connect to the new sewer system, since its septic effluent is posing a health hazard. DEC has approved the landfill for use, although it is not permitted. Funds have been requested to construct a new water plant and small washeteria.

## RUBA Activity This Quarter

This quarter has been fairly a difficult time for the Koyuk w/s utility department. The mayor was voted out in the municipal elections. He had been instrumental in making the necessary cutbacks and raising utility rates for the city-run utility services. These may be some of the reasons that he was voted out. The cutbacks and rising of utility rates are still necessary for the city to break even or to put some money aside for emergencies or deferred maintenance.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The city council continues to balk at raising utility rates for w/s, washeteria and cable tv. The cable tv enterprise makes money, but the other utilities still do not. The utility clerk has made some very realistic financial scenarios, but the council has not adopted them because of public backlash. There has been some people coming into the utility office and demanded that the city not raise the rates. At least one candidate has ran on platform of opposing the necessary utility rate increases. The council will be discussing the rate increases in the near future.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

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**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The past due utility bills for various utility services have grown substantially to about \$90,000. Most of the past dues are for trash haul. RUBA staff discussed collection strategies with the utility clerk and concluded that she would first try to talk with the customers before she takes them to small claims court. The city provides w/s, honeybucket/trash haul and cable tv utility services.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility is current on filing tax reports.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

There are no payroll tax issues this quarter, however, the utility department has had to delay submitting payment for payroll taxes until it has enough money in the bank account to pay the payroll taxes. The Utility Department has its own Fed. Employer Identification Number (FEIN).

**Personnel System**

**Essential Indicators**

Yes No

**The utility has a posted workers compensation insurance policy in effect.**

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**Sustainable Indicators**

- The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language.
- The utility has adequate written job descriptions for all positions.
- The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.
- The utility has an adequate written hiring process.
- The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.
- The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.
- The utility provides training opportunities to staff as needed and available.

**Personnel System Comments:**

The city council hired a new city clerk after the other one quit for personal reasons. The utility clerk, who was previously a city clerk, provided training for her. She is also being cross-trained with the utility clerk's duties. This has proven to be effective when the utility clerk goes on leave or quits. The utility keeps functioning effectively even if the main utility clerk is gone.

**Organizational Management**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The policy making body enforces utility policy.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

Mayor Wilbur Napayonak was defeated in his bid to be re-elected to his council seat that had expired. He has been instrumental in trying to raise the w/s utility rates so that it wouldn't operate in red, as it has for the past several years. The utility clerk was even seriously considering resigning her council seat so that he can be appointed, but has since reconsidered it. RUBA staff had told her that since the council is the one that appoints by voting, it would not be a guarantee to specifically have him appointed. The city has an ordinance that allows city employees to run for and obtain city council seats.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

As the w/s utility system grows older, it is starting to show "wear and tear". Since it has started getting colder, the system has been experiencing freeze-ups. This costs the city a considerable amount every time this happens. Parts, supplies and labor rates are costly when the freeze-ups occur. Once the rate increase plans are implemented, we are hoping to be able to put money aside for deferred maintenance.

### **RUBA Activities For The Coming Quarter**

Nome RUBA may have to gently nudge the utility clerk/council member to follow the implementation utility rate increase plan agreed to a couple of quarters ago. At least two trips may be made to work with them on the utility rate increases. The utility plans to raise commercial w/s utility rates to \$150 a month from the current \$92 a mo. The residential rates would be raised to \$70 a mo. from the current \$45 a mo. The school would be charged \$3,850 a mo. from the current \$2,300 a mo. The new w/s utility rates will still not be enough to cover the expenses, but the city, at the recommendations of RUBA, will continue to raise the rates over the next several years until the costs are covered.



# Koyukuk Activity Report

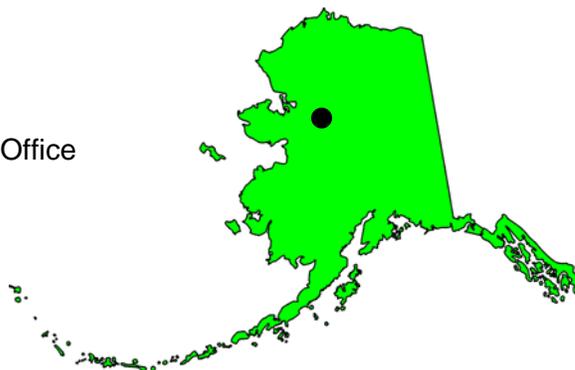
## Community Overview

Lead RUBA Staff: Eileen Kozevnikoff, Fairbanks Office

2003 Population: 111

Region: Interior

Local Governments: 2<sup>nd</sup> Class City



The City of Koyukuk operates the central watering point at the washeteria and residents haul their own water. The City also maintains honeybucket pits and the sewage lagoon. The City Council is the policy making body for the utility. Residents haul treated well water from the washeteria and use honeybuckets or pit privies. Households are not plumbed. The school and washeteria use City water, with sewage disposal into a lagoon. A Master Plan is underway, and preliminary work has begun to upgrade the community to a flush/haul system. There are five households on the honeybucket haul demonstration system, which is paying for itself.

## RUBA Activity This Reporting Period

Communication has been via telephone and fax this quarter. A field trip had been planned for December however was postponed after the airlines cancelled due to icing conditions. The city held an election after not having one for three years. Plans are to have NEO training and assist the city administrator with financial reports and PCE reporting requirements in January.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

Financial and Manager's reports are submitted to the council on a quarterly basis however the financial reports are not sufficient enough to tell the council members exactly where they are with funding. No budgets are entered so basically all they are seeing is an expenditure report.

**Accounting Systems**

**Essential Indicators**

Yes	No	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has adopted a collection policy and actively follows it.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility bills customers on a regular basis.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	An accounts receivable system is in place which track customers and reports past due accounts and amounts.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	An accounts payable system is in place.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The payroll system correctly calculates payroll and keeps records
<input checked="" type="checkbox"/>	<input type="checkbox"/>	A cash receipt system is in place that records incoming money and what it was for.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Utility has a cash disbursement system that records how money was spent.

**Sustainable Indicators**

<input checked="" type="checkbox"/>	<input type="checkbox"/>	A chart of accounts is used that identifies categories in a reasonable, usable manner.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Monthly bank reconciliation's have been completed for all utility accounts.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts.

**Accounting Systems Comments:**

The city is back on both the manual system and QuickBooks program due to continued staffing and other problems. They do have a good manual system. No budgets are entered into the QB program.

**Tax Problems**

**Essential Indicators**

Yes	No	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has a system to accurately calculate, track, and report payroll tax liabilities.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	The utility is current on filing tax reports.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	The utility is current on making tax deposits.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.

**Tax Problems Comments:**

IRS issues have not been resolved as the city administrator has not been in the office long enough to address the issue. This should be cleared up next quarter.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <br>                                |                          |  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The city continues to have staffing issues with high staff turnover. The office is being manned by the acting city administrator and a volunteer council member. The city administrator is absent most of the time due to health problems.

**Organizational Management**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The policy making body enforces utility policy.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained manager.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted an organizational chart that reflects the current structure. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

The city continues to have problems getting together to hold their monthly meetings. They finally held an election after not having one for three years.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

---

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Consumer Confidence Report</u> (CCR).  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

Because of non-steady working staff the washeteria continues to go downhill. Broken equipment is not fixed and is not addressed until the RMW comes to town. The RMW has suggested that the city consider replacing the washeteria instead of upgrading it.

### RUBA Activities For The Coming Quarter

Assist the city administrator as requested. Work with IRS to resolve the outstanding debt if there is one. Make sure a field visit is held next quarter.

# Kwethluk Activity Report

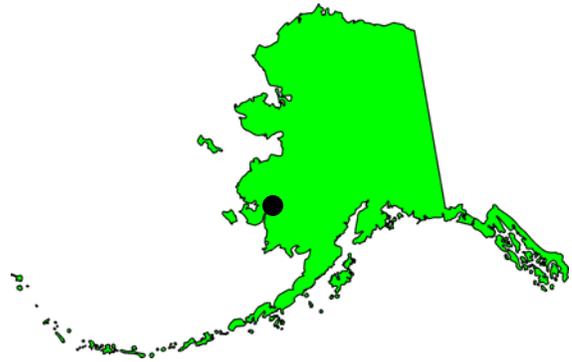
## Community Overview

Lead RUBA Staff: Ken Berlin Bethel Office

2003 Population: 730

Region: Lower Kuskokwim

Local Governments: 2<sup>nd</sup> Class City, IRA Tribal Council



The Kwethluk Utilities Commission operates the water treatment plant, washeteria, garbage collection, and the honey-bucket haul system for the community. The Kwethluk Utilities Commission Utility Board is the policy making body for the utility. A new washeteria/water treatment plant is still under construction through Alaska Native Tribal Health Consortium (ANTHC) engineering services. The school and teachers' housing have their own water sewer systems. There are bins located sparingly throughout the community for the container haul system, these are hauled to the sewage lagoon on a concurrent basis. Very few homes have running water or plumbing for showers, but many residents have sauna's.

## RUBA Activity This Reporting Period

Margaret Fitka, City Clerk, called needing assistance with filing the 2nd 941 quarterly report. The prior bookkeeper who resigned put the payroll records in a format she could not understand. I had her send me the gross salaries and federal tax withholding figures and worked up a sample using her figures and faxed it back to her. RUBA staff met with Eldridge Moss, IRS, concerning missing quarterly reports and payroll tax deposits from the Kwethluk Utility Commission. I contacted Alfred Michael, Acting Manager for KUC and he informed me that Ray Nicholai, Manager, had resigned and he was trying to get caught up doing the reports. He said he completed the 2005 941 3rd quarterly report and mailed it. He is working on the 3rd and 4th quarters of 2004. There were no payroll tax deposits made during these quarters. KUC is having cash flow problems at this time and cannot pay the payroll tax liabilities incurred. It was recommended that he contact Eldridge Moss and update him on situation. A meeting between the KUC, City and IRA Councils is scheduled for December 20, 2005 to discuss possible dissolution of KUC.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A monthly manager’s report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

Financial reports can now be generated through the QuickBooks Pro system. Present staff still need training on QuickBooks Pro.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation’s have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The Utility Commission tracks the accounting activities through QuickBooks Pro. The new financial software produces Purchase Orders and they are being utilized. But present acting Manager needs onsite training by a certified accountant and QuickBooks Pro trainer to effectively utilize system capabilities. The KUC is using the NEBS Cash Receipt System and recorded as data onto their new financial software. ANTHC is still doing billings for the Utility. KUC does collections.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

KUC needs to work out a payment plan with IRS on past due payroll tax liabilities.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The City is insured through the Alaska National Insurance effective 7/1/05 to 7/1/06, which includes KUC employees. A copy of the Workers Compensation Policy was received and filed.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body enforces utility policy.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained manager.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted an organizational chart that reflects the current structure. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

Utility Manager resigned and the Utility assistant is in acting manager position. KUC send both their WTP Operator to OIT training, results are still pending. Kwethluk Utility Commission is considering dissolving the organization and turn it back to the City of Kwethluk.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

Both operators attended the OIT Class, results still pending. Other duties are being considered for the alternate operator.

**RUBA Activities For The Coming Quarter**

Assist with hiring a new Utility Manager. Work with KUC manager to improve collection rate on honeybucket haul service and enforce policies. Enforce Utility Management Services Agreement between the City of Kwethluk, the Organized Village of Kwethluk and Kwethluk Utility Commission.



## Kwigillingok Activity Report

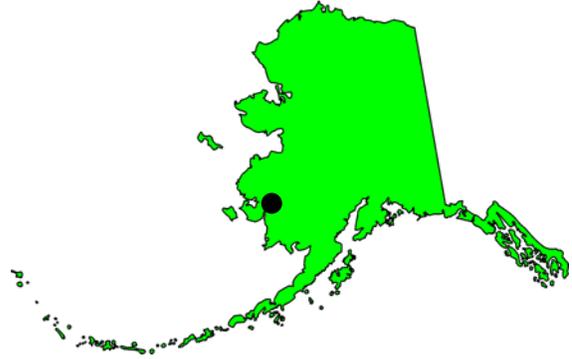
### Community Overview

Lead RUBA Staff: Marita Hanson, Bethel Office

2003. Population: 343

Region: Lower Kuskokwim

Local Governments: Traditional Village Council



The Village Council operates the central watering point and washeteria. Water is currently derived from snow and ice melt and a lake reservoir, is treated, and hauled by residents from the washeteria. Water shortages are common. The school operates its own surface water treatment facility, but shares a sewage lagoon with the washeteria. Homes are not plumbed. Honey buckets are disposed of by residents. Infrastructure improvements are underway to develop a community system.

### RUBA Activity This Reporting Period

As in the past, RUBA has kept in contact with follow-ups through phone, fax and mail (large documents). The organization has been addressing the indicators every quarter meeting all essentials and with very few sustainable yet to go. Monthly financial reports are received on a timely basis. The Water/Sewer customer list will be created later in January and sent to RUBA. Currently this organization is busy closing out the 2005 year working on year end reports. RUBA compliments the administrator and his staff for the hard work. Earth work for the new dump is still waiting for the ground to settle before installing the fencing. The administrator is hopeful that work starts up again in February. The new water treatment plant construction may start early spring. Other small construction to the Water/Sewer took a break in November. The plumbing to five more homes is still on-going. The raw water transmission line has been re-scheduled for the later part of January 2006.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>All revenue and expenses for the utility are listed in the utility budget.</b>                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a balanced realistic budget.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>Monthly financial reports are prepared and submitted to the policy making body.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current in paying all water/wastewater electric bills.</b>                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.</b>  |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

Essentials and sustainable are met. Copies of electric statements and fuel were received by RUBA. The administrator plans to provide written monthly reports to the council and RUBA by January 2006.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Comments:**

All indicators continue to be met. The transition from old software to QuickBooks Pro has been completed. A customer list has yet to be created. The bookkeeper will work on this and send to RUBA by January after the year end reports are completed. The Utility ordinance has been completed end of October 2005. A copy was submitted to RUBA. The organization is ordering a pre-pay meter system. They got the idea from Atmauthluak. They are hopeful that installation will take place in February 2006. They are confident that this will keep all customer accounts current. They plan to require a down payment to any delinquent customer account on top of the delivery request. Currently they plan to enforce shut-off to customers who have delinquent accounts and do not have a payment plan with the Utility.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

All essentials are met. This organization is an electronic depositor.

**Personnel Systems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

All indicators continue to be met.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |
- 

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the "Open Meetings Act" for all meetings.                  |

### Organizational Management Comments:

Essential and Sustainable indicators continue to be met.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |
- 

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed (washeteria).  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Consumer Confidence Report (CCR)</u> .   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

Essential indicators continue to be met. This utility still appears on the SNC-SWTR list. According to EPA, System is on a long term boil water notice for inadequate treatment facilities. Water is used only for washing and not consumed by residents. Presently the system does not disinfect due to high iron content of water. Once the water treatment project is complete, they are hopeful that this will resolve the problem. Ben White, Operator will be scheduled to attend an OIT training once YKHC/OEH sets one up. The sustainable indicators were explained to the administrator. He informed RUBA that he passed these on to the operator. He will follow up on these.

### **RUBA Activities for the Coming Quarter**

Follow up on indicators is on-going. RUBA will follow up on the customer list.



# Larsen Bay Activity Report

## Community Overview

Lead RUBA Staff: Tammy Helms, Anchorage Office

2003 Population: 96

Region: Kodiak Island

Local Government: 2<sup>nd</sup> Class City located within the Kodiak Island Borough, Tribal Council



Water is supplied from two groundwater sources- gravity feed from the hydro plant, and a well as backup, and stored in a 200,000 gallon tank. A water supply line is connected to the penstock of the hydroelectric plant and used a majority of the time to reduce utility expenses to both the service plant and the customer. All 40 homes are connected to the piped water system. A community septic tank with an outfall line serves these homes, and the majority are fully plumbed. Weekly refuse collection services are provided. The community incinerator is currently unusable and all refuse is deposited at the landfill site. The city is seeking funding for a water treatment plant upgrade. The city began adding fluoride to the water in October.

## RUBA Activity This Reporting Period

RUBA staff was recently reassigned to this community. Continuity is maintained as the new RUBA staff person was previously the City Clerk/Treasurer and Water Operator in Larsen Bay. RUBA will conduct a site visit next quarter with the RMW to provide clerk training and water operator training. Telephone, fax, and email support were provided concerning the election process and continuing support to the rewrite of the personnel code. Most recently the Larsen Bay City Clerk contacted RUBA staff for assistance in completing the end of the year reports and W-2's. RUBA staff will help walk the clerk through the reports via phone and fax.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

Monthly finance reports are generated on QuickBooks and presented to the council. The council used data from QuickBooks to begin a rate analysis in response to a request to lower water rates. The rate analysis revealed that rates should be raised not lowered. The City Council will discuss the rate issue after the regular election in October.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

### Accounting Comments:

Billing, collection, accounts payable, accounts receivable, and payroll all meet accounting standards. Currently the utility manager is allowed to order parts and materials without prior approval or checking the budget. The city has not experienced any problems with this method of purchasing.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The utility has no tax problems.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

A new Mayor/Administrator was seated in October. With the new Mayor/Administrator, the utility may have more or less oversight. The newly elected council members will continue work on adopting a personnel policy with job descriptions for all city positions.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

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### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The city council is the policy making body for the utility and are very active in updating utility procedures. The policy making body meets regularly and all meetings are properly noticed. The utility staff is certified, well trained, and stable. Currently the Utility Manager is the Mayor/Administrator.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

---

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### **Operation of Utility Comments:**

The utility has two certified OIT operators who attend training and maintain certification. The utility staff reports weekly to the Mayor. One utility staff is also seated as a council member. The utility continues to conduct and document weekly safety meetings. The Mayor makes frequent site inspections.

### **RUBA Activities For The Coming Quarter**

Assistance will provided in the following areas: Monitor the monthly finance reports generated on QuickBooks Continue drafting ordinances to amend and codify the city code Attend a comprehensive planning meeting.



# Manokotak Activity Report

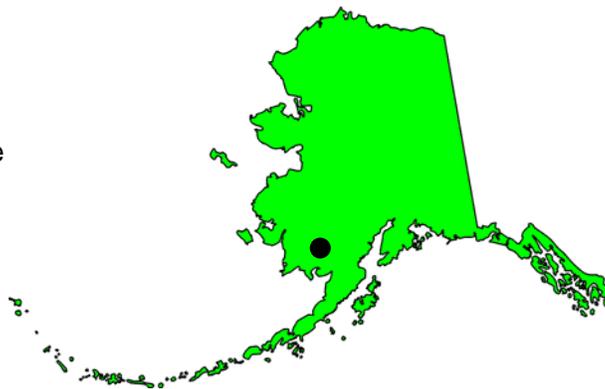
## Community Overview

Lead RUBA Staff: Ralph Andrew, Dillingham Office

2003 Population: 405

Region: Dillingham

Local Governments: 2<sup>nd</sup> Class City



The city operates two water/sewer systems in Manokotak, one at the village site and another at the Manokotak Heights area. Water is derived from two wells, is treated and stored in a 150,000-gallon water storage tank. A piped water and sewer system, constructed in 1972, serves 68 households and the school with complete plumbing. Two homes and a duplex have individual wells. Manokotak Heights, located 4 miles to the south, is served by a well and treatment system, but water shortages have occurred. New HUD housing units were built in 2000, and additional units are planned. The school, located in the Heights area, operates its own water and sewer system serving the school and one teacher housing unit. A feasibility study to examine water, sewer and landfill improvements was completed in late 2004.

## RUBA Activity This Quarter

Dillingham Regional Office RUBA staff traveled to Manokotak at the request of city officials November 21 and 22, 2005 to review progress on the city's RUBA Assessment of essential capacity indicators and meet with the city council. RUBA conducted the assessment as a special grant condition in December 2004. The community hopes to see the Village Safe Water renovate the water/sewer system starting summer 2006. City staff made significant progress in addressing deficiencies identified during the assessment but must address new payroll management concerns including delinquent state and federal quarterly reports. RUBA provided ongoing assistance with the draft water/sewer ordinance and gave a presentation about the ordinance during a public meeting. The city is seeking RCA's provisional certification and anticipates receipt of water/sewer renovation design funding via the Village Safe Water program next calendar year. The ordinance, when finalized, will resolve at least one of the outstanding RUBA Assessment deficiencies concerning collections. RUBA will monitor progress and continue to offer support to the new city administrator. The administrator sent shut-off notices to delinquent account holders but is wary to enforce them without an adopted ordinance. Concerning utility finances, RUBA suggested a water/sewer utility rate analysis; the Mayor and council were receptive and are planning to request an analysis by spring 2006. The rates listed in the ordinance schedules appear to be the same rates the city has charged for roughly 20 years - \$40/month for water and sewer for all customers including commercial users. The city's utility remains on the ADEC SNC list for noncompliance with quarterly RADs sampling. Concerning personnel, the council approved leave time for the city administrator and clerk, both of whom expect to be out for several months. RUBA is providing ongoing support to city staff and temporary hires. During the quarter, city staff participated in QuickBooks training; the administrator participated in a RUBA Financial Management training course in Anchorage. The administrator also attended a grant writing workshop. State CDBG monies awarded for the new clinic, a tribal council program, were reprogrammed to the city to facilitate the project going forward. City staff do not anticipate additional workload at this time; RUBA advised verification of responsibilities to ensure funding compliance and project

success. Manokotak's electrical power failed numerous times during the quarter due to mechanical problems later resolved with assistance from AIDEA. Manokotak Power Company, owned by the community's village corporation, provides electricity to roughly 400 residents in Manokotak. Residents reportedly packed water for drinking and manual flushing of toilets. The city's water/sewer lift station and wells are powered by electricity. The city is contemplating the purchase of a small backup power generator for the Heights system which is not gravity fed. RUBA also provided assistance to city staff and the Mayor with bookkeeping, payroll accounting, and personnel policy review. Also notable, VSW anticipates the city will receive State funding January 2006 for a landfill project.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The city's water/sewer budget for FY 2006 appears to list all revenues and expenses for the utility. The budget appears balanced and realistic. The utility appears current on bills and has fuel sufficient for the winter. RUBA will continue to provide input into the development of a more comprehensive chart of accounts.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility bills customers on a regular basis.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The Utility has a cash disbursement system that records how money was spent.                               |

**Sustainable Indicators**

- |                          |                                     |   |
|--------------------------|-------------------------------------|---|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Monthly bank reconciliations have been completed for all utility accounts.  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Systems Comments:**

The city's draft water/sewer ordinance addresses collections in the Billing and Payment section and is nearly complete. An accounts receivable and accounts payable system are nearly complete; RUBA is awaiting confirmation via written reports. City staff are proficient with QuickBooks and participated in training during the quarter.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

**Tax Problems Comments:**

The city calculates, tracks, and reports payroll tax liabilities primarily with Quickbooks accounting software. Federal tax payments and reporting appeared timely and are compliant with IRS requirements.

**Personnel System**

**Essential Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <b>Yes</b>                          | <b>No</b>                |  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

Personnel System Essential Indicators are met.

**Organizational Management**

**Essential Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <b>Yes</b>                          | <b>No</b>                |   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

Due to continued turnover in the bookkeeping clerk role, RUBA will continue to recommend QuickBooks training.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |
- 

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

A preventative maintenance plan is in place. The city's two water/sewer systems remain listed in the ADEC Significant Non-compliance list for RAD's; they are reportedly working toward compliance.

### RUBA Activities For The Coming Quarter

RUBA will monitor progress on RUBA Assessment indicators and continue to provide support to city staff. RUBA anticipates travel to conduct Assessment follow up and a possible water/sewer utility rate analysis.



# Marshall Activity Report

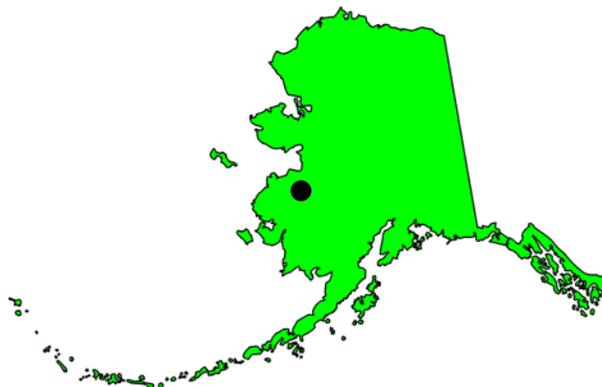
## Community Overview

Lead RUBA Staff: Jimmy Smith, Anchorage Office

2003 Population: 368

Region: Yukon Delta

Local Governments: 2<sup>nd</sup> Class City,  
Tribal Government



Water is derived from two wells. Two wells were completed in 1991. Approximately 70% of the City (60 homes) are served by a piped circulating water and sewer system and have full plumbing. The remainders haul water and use honeybuckets. The remaining unserved 19 homes and the fish processing plant, have been completed of the system installed in the late 1970s. A new landfill and access road were completed in 1997, and the City has begun a refuse collection service.

## RUBA Activity This Quarter

RUBA staff continues to provide the city staff assistance via the phone, fax and email. A site visit is scheduled for January.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The city staff continues to use QuickBooks Pro for all the city's finances. This has been very helpful to the city staff over the years.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

---

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Systems Comments:**

The city staff continues to use QuickBooks for all their accounting practices.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility is current on filing tax reports.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The city staff continues to use QuickBooks to report all the necessary IRS and DOL reports for their current EIN number that they use. A separate EIN number was used for the community project by the contractor. The city staff and council members are trying to resolve the IRS debt that was incurred against the EIN number used by the contractor for the community project for the community.

**Personnel System**

**Essential Indicators**

Yes No

- The utility has a posted workers compensation insurance policy in effect.**

**Sustainable Indicators**

- The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language.
- The utility has adequate written job descriptions for all positions.
- The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.
- The utility has an adequate written hiring process.
- The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.
- The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.
- The utility provides training opportunities to staff as needed and available.

**Personnel System Comments:**

The city staff has been following the city council personnel policy for all substitute and temporary hires.

**Organizational Management**

**Essential Indicators**

Yes No

- The entity that owns the utility is known and the entity that will operate the utility is set.**
- The policy making body is active in policy making of the utility.**
- The policy making body enforces utility policy.**
- The utility has an adequately trained manager.**
- The utility has an adequately trained bookkeeper.**
- The utility has an adequately trained operator(s).**
- The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.**

**Sustainable Indicators**

- The utility has adopted an organizational chart that reflects the current structure.
- The policy making body meets as required.
- The utility complies with the open meeting act for all meetings.

**Organizational Management Comments:**

The city council may have to work with their attorney to address the potential vendor payments that will have to be paid along with the IRS. Although these are not water sewer related this may have an adverse impact on all the city finances.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

The utility created a preventative maintenance plan for their existing utility. A copy of the plan was submitted to the RUBA staff by the Mayor.

### RUBA Activities For The Coming Quarter

RUBA staff will continue to provide assistance as requested. RUBA staff plans on making a trip to the community next quarter to meet with the staff and council members.

# McGrath Activity Report

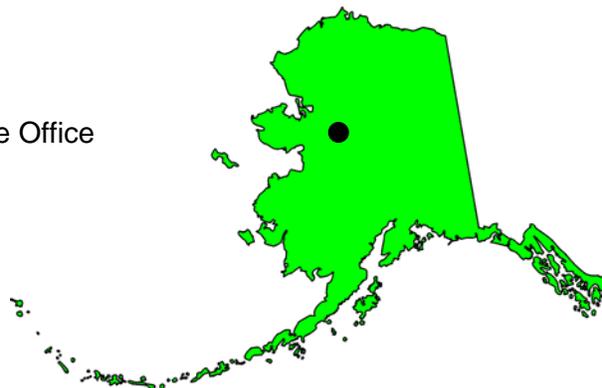
## Community Overview

Lead RUBA Staff: Tammy Helms, Anchorage Office

2003 Population: 415

Region: Interior

Local Government: 2<sup>nd</sup> Class City



McGrath operates a piped water system that serves nearly all 178 households; a few homes have individual wells or haul water. The FAA operates its own water system. The majority of residents use individual septic tanks; a limited City sewage system serves approximately 34 homes. Funds have been requested to expand the piped sewer system to the 144 houses and businesses currently using septic tanks. A private firm, McGrath Trash and Refuse, collects refuse for disposal at the City landfill.

## RUBA Activity This Quarter

Although no site visit was planned in November, RUBA staff, in failed efforts due to weather to get to Takotna, had the opportunity to meet with the City of McGrath Administrator while on weather hold for Takotna. A site visit is planned in March to complete a RUBA assessment and provide support in drafting and revising the city code as requested by the administrator.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has all revenue and expenses for the utility listed in the utility budget.</b>                  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a balanced realistic budget.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>Monthly financial reports are prepared and submitted to the policy making body.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current in paying all water/wastewater electric bills.</b>                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.</b>  |

---

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager’s report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

RUBA staff did not receive documentation this quarter to substantiate the above indicators. A trip is planned to complete a reassessment next quarter.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place to track customers, and to report past due accounts and amounts.                               |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records that allow staff to complete payroll tax reports and deposits on time. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash receipt system that records incoming money.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.   |

**Sustainable Indicators**

- The utility has a chart of accounts that identifies categories in a reasonable, usable manner.
- Monthly bank reconciliation's have been completed for all utility accounts.
- The utility has implemented a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts.

**Accounting Comments:**

RUBA staff turnover and reassignment of this community resulted in no site visit this quarter. A trip is scheduled to McGrath in March.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

**Tax Problems Comments:**

There are no known tax problems or issues with the city.

### Personnel System

#### Essential Indicators

Yes No

- The utility has a posted workers compensation insurance policy in effect.**

#### Sustainable Indicators

- The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language.
- The utility has adequate written job descriptions for all positions.
- The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.
- The utility has an adequate written hiring process.
- The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.
- The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.
- The utility provides training opportunities to staff as needed and available

#### Personnel System Comments:

McGrath continues to carry Worker's Comp with AML/JIA.

### Organizational Management

#### Essential Indicators

Yes No

- The entity that owns the utility is known and the entity that will operate the utility is set.**
- The policy making body is active in policy making of the utility. (i.e. sets rates appropriately, passes budgets timely, adopts policies, plans and considers other matters brought before it).**
- The policy making body enforces utility policy.**
- The utility has an adequately trained manager (does not have to have the title but does the job responsibilities).**
- The utility has an adequately trained bookkeeper (does not have to have the title but does the job responsibilities).**
- The utility has an adequately trained operator(s) (does not have to have the title but does the job responsibilities).**
- The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.**

#### Sustainable Indicators

- The utility has adopted an organizational chart that reflects the current organizational structure.
- The policy making body meets as required.
- The utility complies with the open meeting act for all meetings.

**Organizational Management Comments:**

The position of plant operator has been filled.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the daily, weekly, and monthly maintenance items are complied with. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.   |

**Operation of Utility Comments:**

The new operator is continuing the on the job training. The main Operator received Level 1 certification in October. The alternate operator is OIT certified. Training is planned for the second alternate in February.

**RUBA Activities For The Coming Quarter**

Continue work on the RUBA plan and provide assistance as requested. RUBA staff is planning a March trip to do a RUBA assessment and meet with the staff to provide support in drafting and revising the city code as requested by the administrator.

# Mekoryuk Activity Report

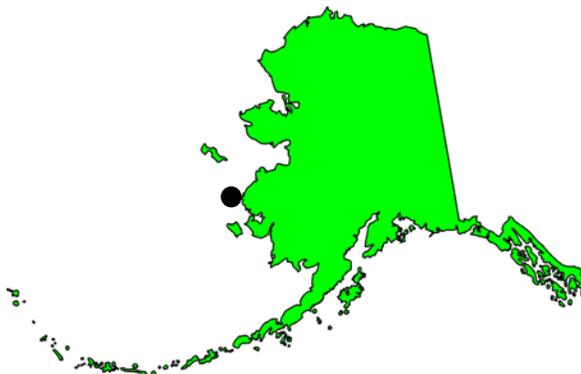
## Community Overview

Lead RUBA Staff: Paul Chimiugak, Bethel Office

2003 Population: 205

Region: Lower Kuskokwim

Local Governments: 2<sup>nd</sup> Class City,  
Tribal Council



A Memorandum of Agreement has been signed between the City and Native Village of Mekoryuk/IRA for operation and maintenance of the utility. The tribe is going to run the utility and is in transition of taking over the utility operation and Maintenance. The city and tribe are still in discussion stage as to what the MOA means to both entities.

## RUBA Activity This Quarter

There is now a confident staff working in the consolidated governmental entity since the MOA between the city and tribe. The Bethel staff can get Monthly Financial Reports and situation reports from the Tribal Administrator. The City and Tribe now have a good working relationship. On December 16, 2005 both City and Tribal councils renewed the MOA without any changes.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The Monthly Financial Reports still need a little adjustment now and then but they are improving as each report is sent to the Bethel Staff.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

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**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

All essential and sustainable indicators are being met and are satisfactory.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

**Tax Problems Comments:**

The tribe is current on their IRS and DOL liability payments.

**Personnel System**

**Essential Indicators**

- | Yes                      | No                                  |  |
|--------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

---

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

INSURANCE POLICY: The Administrator indicated that he had called their insurance broker requesting one insurance for the MOA entity, but was told that they could not do that. The broker said that the city and tribe would need separate insurance because they have separate "active" councils. This is being reviewed to see if that is true.

**Organizational Management**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |

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**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

The draft Organizational Chart is being reviewed with the MOA in place, since one had not been set up. The city has new council members and a new Mayor since the elections in October.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Consumer Confidence Report (CCR)</u> .   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

There is a preventative maintenance plan in place and is being followed by the utility operator for both the W/S and Washeteria.

**RUBA Activities For The Coming Quarter**

- Keep providing technical assistance whenever required or requested.
- Keep requesting MFR and assist with technical aspect of the reports.

# Minto Activity Report

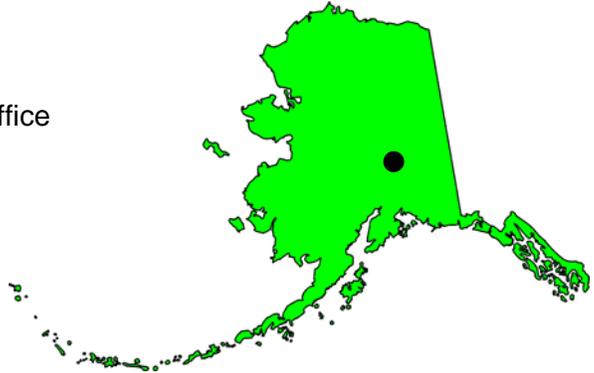
## Community Overview

Lead RUBA Staff: Eileen Kozevnikoff, Fairbanks Office

2003 Population: 234

Region: Interior

Local Governments: Village Council



The Minto IRA Council has been responsible for the administration of the water and sewer utility in the village since the relocation of the village to its present site between 1968 and 1972. When a feasibility study was completed in 1996, the Minto IRA had been on course to improve and expand the water and sewer utility in the village. They are currently constructing Phase I improvements and intend to administer the operations and maintenance of the utility when the improvements are completed. Improvements include changing the single-loop water distribution system to a 3-loop system; improving the fire safety and code issues in the water treatment plant; expanding the system to Block 6 and serving 5 unimproved lots; rehabilitate the water service main connections; construct well-houses on existing wells; provide a back-up electrical generation system and install new boilers and water add-heat systems. The Minto IRA is currently responsible for the management of the local water and sewer services for approximately 74 occupied homes, the school, the Minto Lakeview Lodge, Post Office, a multi-purpose building (under construction) and a proposed clinic. There is no local washeteria. The Minto IRA also owns and operates a local landfill.

## RUBA Activity This Quarter

One field visit was taken by RUBA staff this quarter to hold a budget workshop with the tribal council. Assistance was also provided to the bookkeeper with QuickBooks issues that occurred.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

After reviewing the budget the council decided to wait until February 1st to determine whether or not they needed to make any changes in the budget because they weren't certain what their 638 contract budget was going to be. They didn't receive their 2005 budget until September and were expecting about the same kind of response for 2006.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The tribe utilizes the QuickBooks Pro Accounting System and has all the accounts system in place and uses it efficiently.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

There are no tax liabilities.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The tribe has a Personnel Policy, updates it when necessary and uses it when needed.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

---

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The chief and the council are very active in the policy making portion of the utility. This is a well organized tribe.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

---

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Consumer Confidence Report (CCR)</u> .   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The tribe has two operators; both are certified in Water Distribution and one is also certified in Water Treatment and Wastewater Collection.

**RUBA Activities For The Coming Quarter**

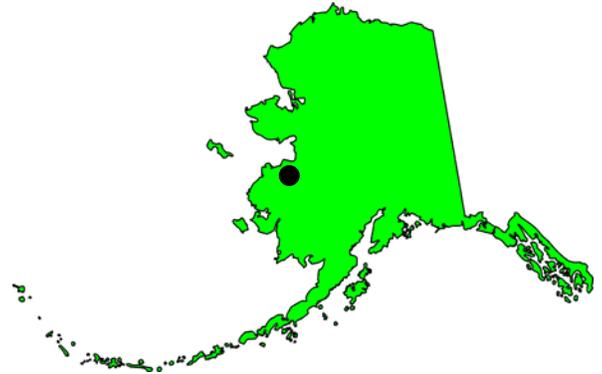
Continue to work with the tribal administrator and bookkeeper in addressing any issues and look for grants to increase their revenues.



# Mountain Village Activity Report

## Community Overview

Lead RUBA Staff: Ken Berlin, Bethel Office  
 2003 Population: 750  
 Region: Lower Yukon  
 Local Governments: 2<sup>nd</sup> Class City, Tribal Council



The City Council operates and maintains the Piped Water and Sewer system to 165 households and commercial users. This system was built in the 1970s. It has four wells from which it gets its water supply. Water is distributed by two loops, a lower and upper loop. Two main pumps, middle and upper pump houses circulate water. Water is stored in two 100,000 gallon storage tanks. The wastewater system is a Rotating Biological Contractor (RBC) but currently not functional. Wastewater is being drained into the Yukon River.

## RUBA Activity This Reporting Period

RUBA worked with the Manager on some personnel and other general government problems during this quarter. No major changes were noted in water and sewer issues.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

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#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The City Acting Manager and Finance Director prepare and manage the City of Mountain Village's financial information.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

---

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation has been completed for all utility accounts.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Systems Comments:**

The City does follow its collection policy as evidenced by a collection rate of 92%. The utility customers are billed on a monthly basis. Mikunda Cottrell Accounting and Consulting completed its contract to install new computer hardware and software and provide training.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

Reports are all current and payroll tax deposits are made timely.

**Personnel System**

**Essential Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <b>Yes</b>                          | <b>No</b>                |  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The City is currently insured by the Alaska Municipal League/ Joint Insurance Association, Inc.

**Organizational Management**

**Essential Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <b>Yes</b>                          | <b>No</b>                |   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

The City of Mountain Village owns and operates the piped water and sewer system. The City Council is the policy making body for the utility. The Utility Board members recently appointed will act as overseers and make recommendations to the City Council. The FY05 budget was passed before the start of FY05. The City Mayor/Acting Manager started working for the City in 2002. She worked in the City office in prior years and has experience. The utility has adequately trained operators. The main operator is certified for water treatment, water distribution, Level 1 and Certificates of completion for Introduction to Small Water Systems and Electrical Controls course. They have two back-up operators; one is OIT certified in water distribution and a certificate to Introduction to Small Water Systems. The other backup has a certificate to Introduction to Small Water Systems and Water Treatment Plant Maintenance Training. The City has adopted a water utility ordinance that gives it the authority to operate, and it covers most of the aspects needed in a utility ordinance. Along with a collection policy, the ordinance includes policies on service area, level of service, customer agreements, the utility's responsibilities, the customers' responsibilities, billing procedures, shut-off procedures, and penalties for violating provisions of the ordinance. This ordinance was passed in 1989 and is being updated

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The operators have achieved the necessary certification to operate the current utility. The City Mayor stated the inventory control list and critical spare parts list is being worked on.

**RUBA Activities For The Coming Quarter**

Update Utility Ordinance and strengthen collection policy.

# Nondalton Activity Report

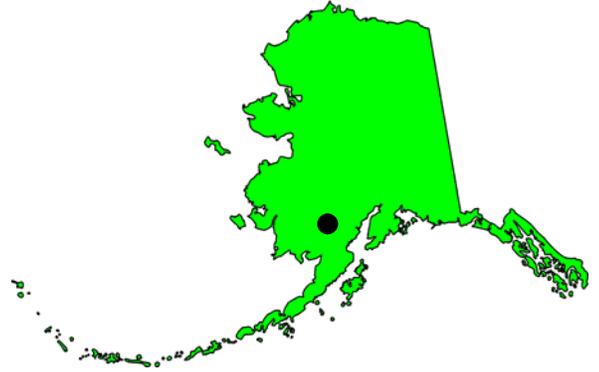
## Community Overview

Lead RUBA Staff: Roxanne Auge, Anchorage Office

2003 Population: 317

Region: Alaska Peninsula

Local Governments: 2<sup>nd</sup> Class City



The City of Nondalton operates the piped water and sewer system and provides a central watering point for residents to haul their own water. The City Council is the policy making body for the utility. An infiltration gallery at Six-Mile Lake supplies the community with treated water. There are 88,000 gallons of storage capacity. 70 residences are connected to the piped water and sewer system and are plumbed. Funds have been requested to extend the system to 11 newly constructed homes, and to make system improvements -- demand has doubled over the past 12 years. Refuse collection is not provided. A new 5-acre landfill and burn box project were completed this summer ('05). Construction of the Iliamna-Nondalton road and bridge is pending. The INN Electric Cooperative owns a diesel plant in Newhalen and 50 miles of distribution line to connect Iliamna, Newhalen and Nondalton. The Tazimina Hydroelectric Project has recently been completed, and powers the three communities

## RUBA Activity This Reporting Period

This reporting period RUBA staff continued to provide phone and fax assistance and traveled to Nondalton December 14 - 16 to provide follow up training and assistance. There was a lot of capital project activity going on in Nondalton this summer (new landfill, water and sewer repairs, airport repairs, proposed new post office, and new health clinic planning and design). While acting as the point of contact for these activities, the administrator fell behind on the administrative duties and needs to make a significant push to catch up. The city had adopted its budgets and certified financial statements as required by law; however, the administrator failed to transmit to Juneau the non-code ordinances and resolutions representing the final step in the process. During my onsite visit, these were all compiled and sent to Juneau, so the city is up to date on all of its required DCCED financial reporting. The mayor and I discussed the administrator's job performance lately and concluded that several factors, some out of his control, have contributed to the lapse in his usual commendable performance. Overall; however, the administrator's contribution to the city has been such that he warrants consideration as an outstanding employee. An example is the initiative and tenacity he exhibited by taking advantage of an opportunity, provided by a late annual rental payment from AT&T, to renegotiate the terms of their rental contract. As a result AT&T monthly rental rate is equal to what had previously been the annual rate (from \$250 per year to \$250 per month). The administrator's considered and consistent effort on this represents a significant gain in revenue for the city. In consideration of this and the administrator's other accomplishments for the city it was agreed that once he completes the list of items required to get the city back on track that a raise is in order and more than adequately financed by the renegotiated AT&T contract. Highlights of the administrator's accomplishments include: follow through with the repayment plan for eliminating a significant portion of the city's back debt (the original \$400,000 is down to a little over \$35,000 after the small energy assistance fuel payment is made), consistent billing, signed user agreements, 14 small claims judgments on overdue water and sewer accounts, improved collection rate on water and sewer, successful

completion of the landfill project, ongoing oversight of repairs and maintenance on the water and sewer system, and much more. We also discussed the problem of the school district not wanting to pay the trash haul rate the city has set for them and their late water and sewer payment. The administrator will prepare a letter outlining how they arrived at the rate and the collection schedule for the school and will provide a copy of the water and sewer ordinance authorizing the imposition of penalties for late payment. Other items discussed and requiring follow up included: combining the water, sewer and trash haul billing, the steps needed to complete their municipal election, the status of their 14 (c) agreement, and the construction grant for the new clinic.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>All revenue and expenses for the utility are listed in the utility budget.</b>                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has adopted a balanced realistic budget.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>Monthly financial reports are prepared and submitted to the policy making body.</b>                         |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current in paying all water/wastewater electric bills.</b>                                   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.</b>  |

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**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager’s report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary. *   |

**Finances Comments:**

The city is continuing to whittle away at its back debt. (At one time the city was \$400,000 in debt, which has gotten down to approximately \$35,000.)

## Accounting Systems

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

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### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

### Accounting Systems Comments:

The city continues to use their revised accounting and financial reporting systems and to implement ongoing recommendations for improvement as they are identified. The city is following through on implementing its collection policy and collections are at around 60% (this was up to 85% at one time; however, one of the things that was let slip during the busy construction season was shut off of non-payers). The city has gotten repayment agreements on most delinquent accounts and had been diligent about shutting off customers who either fail to follow the terms of their repayment agreement or fail to stay current on their bill. I expect to see improvement in this area over the next quarter.

## Tax Problems

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

### Tax Problems Comments:

The city is working directly with IRS to address its problems. They have entered into a repayment agreement and are making regular monthly payments on the back debt, while keeping current with regular deposits and reports to both IRS and Department of Labor. A portion of their IRS debt has passed the statutory limitation on collection and been forgiven.

**Personnel System**

**Essential Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <b>Yes</b>                          | <b>No</b>                |   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The city recently purchased worker's compensation insurance from a private carrier and is in negotiations with AML to work out a repayment plan and reinstitute their insurance coverage with AML. According to the city administrator, AML is considering reinstating coverage to the city based on their knowledge of the existing situation. DCCED/RUBA staff plans future training for the council and staff in personnel management.

**Organizational Management**

**Essential Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <b>Yes</b>                          | <b>No</b>                           |  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained bookkeeper.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

There has been a problem recently getting a quorum together for meetings. I plan to conduct council training the end of January. The city continues to move forward in its efforts to improve. The city has adopted ordinances for the operation of the utility and actively implements them. The city administrator is working on obtaining his water operator certifications and has attended four of the six RUBA Utility Management courses. The mayor and two water plant operators are also working on their water operator certifications.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. This is being revised. |

---

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Consumer Confidence Report (CCR)</u> .   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

The city administrator, and the two water plant operators are working on their water operator certifications. There have been recent system failures due to lack of preventive maintenance over the past several years. The city is in possession of its preventive maintenance plan and is working to mitigate the impacts from lack of proper maintenance.

### RUBA Activities For The Coming Quarter

RUBA staff plans a trip to Nondalton January 26 to: Continue monitoring their financial management practices; Provide Newly Elected Officials training; Work on job descriptions and personnel policies with the council and staff; and Provide assistance on planning efforts.



# Nulato Activity Report

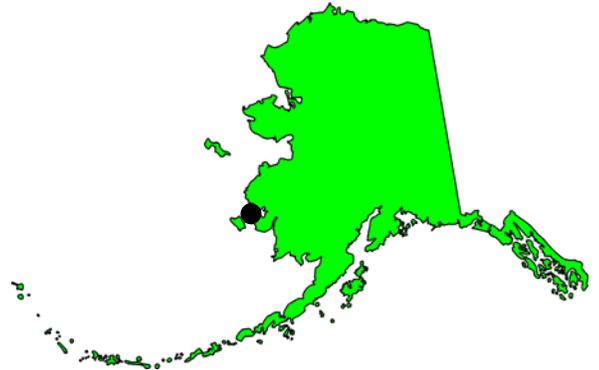
## Community Overview

Lead RUBA Staff: Andy Durny, Fairbanks Office

2003 Population: 342

Region: Interior

Local Governments: 2<sup>nd</sup> Class City,  
Village Council



The City of Nulato operates a piped water system in the new townsite as well as a washeteria. They operate a washeteria at the old townsite. The City Council is the policy making body for the utility. Water is derived from wells and is treated. A piped water and sewer system was completed in 1996 for 53 homes in the Nulato new (upper) townsite, with bathroom and kitchen plumbing. Currently there are approximately 70 homes and 7 public facilities, plus the school and 5 teacher housing units, hooked up to the water/sewer system. The washeteria has recently undergone major renovations. Thirty-four unserved residences in the lower townsite haul water from the lower townsite washeteria or the Nulato River, and use honeybuckets or outhouses. A new sewage lagoon for the lower townsite washeteria was recently constructed. Water and sewer improvements to five teacher housing units were completed last year, but the city has been experiencing repeated problems with that new system. A feasibility study for water/sewer in the lower townsite and for expansion of the new townsite water/sewer system is currently underway. A landfill feasibility study has been completed, and the Tribal Council is planning to request funding from the Denali Commission for a burn box. Electricity is provided by AVEC. There is one school located in the community, attended by approximately 90 students.

## RUBA Activity This Reporting Period

Nulato meets all RUBA essential indicators. During this quarter, RUBA staff maintained regular contact with the City of Nulato via phone, fax and mail, providing information, and responding to questions regarding utility management, budgeting, city council issues, community planning, elections, finances, fuel issues, local option laws, taxes, and other matters.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

**Sustainable Indicators**

- |                          |                                     |   |
|--------------------------|-------------------------------------|---|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | A monthly manager’s report is prepared.   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

According to the City's approved FY 06 Budget, water/sewer utility expenses will exceed revenues by approximately \$33,000: the City pays the balance out of other available funds. Financial reports provided by the City for July and August 05 indicate that the utility was staying within the budget at the time. We do not have copies of current financial reports, but according to the city clerk, revenues are somewhat lower than budgeted, and fuel costs are higher than had been anticipated. In July 2005 the City Council recommended closing the Old Townsite Washeteria to help reduce operating expenses: no action has been taken on that recommendation yet. Other options for reducing expenditures have also been suggested.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

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**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Systems Comments:**

The City's accounting system was destroyed in the March 2005 office fire, but with help from RUBA all previous financial records were restored with the exception of some of the FY 05 financial data for which we did not have copies. In particular, records of customer invoices and payments between June 23, 2004 and March 20, 2005 are permanently lost, so the City is unable to verify accuracy of past due accounts prior to the office fire. Customer accounts since the office fire are satisfactorily maintained by the city bookkeeper. Financial reports for July and August 05 indicate that the collection rate is lower than expected. The City has a collection policy that it follows, but should be more assertive in enforcing it.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

**Tax Problems Comments:**

Nulato's bookkeeper is very good about submitting federal tax deposits at the end of each payroll. According to both IRS and Alaska Department of Labor, the City of Nulato is current on filing reports and submitting deposits.

**Personnel System**

**Essential Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <b>Yes</b>                          | <b>No</b>                |   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |

---

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

All personnel files were lost in the March 05 office fire. New files have been created since then. Copies of job descriptions were also destroyed in the fire. The City needs to provide new job descriptions. The water/sewer operator receives high praise from the TCC-RMW, but there are some local concerns regarding various personnel issues. RUBA staff recommended that the City review its personnel policies, and implement a process for dealing with the personnel matters. During this quarter, for the first time in many years, the City Council performed employee evaluations. According to the city clerk, the evaluations have already helped to improve some employee performance.

**Organizational Management**

**Essential Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <b>Yes</b>                          | <b>No</b>                |  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

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**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

Since the October 2005 elections, the City Council has taken steps to be more active and involved in addressing financial and management issues. As an indication of this more active role , for the first time in at least 15 years, the City Council recently completed employee evaluations. The City Council is also looking at various options for increasing revenues and reducing expenditures.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. This is being revised. |

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**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Consumer Confidence Report (CCR)</u> .   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The condition of the Old Townsite Washeteria (OTW) has reportedly deteriorated because of vandalism and other factors. In July 2005 the City Council proposed closing the OTW to reduce operating expenses, but no action has been taken on this proposal yet. Other options for improving efficiency, reducing expenditures and increasing revenues include making schedule changes to the OTW and the New Townsite Laundromat (NTL), or shutting down the NTL and moving all the washers and dryers to the OTW.

**RUBA Activities For The Coming Quarter**

Continue to monitor and assist as needed.



# Old Harbor Activity Report

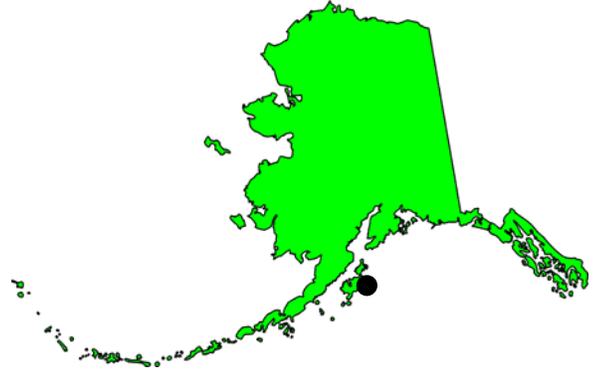
## Community Overview

Lead RUBA Staff: Tammy Helms, Anchorage Office

2003 Population: 196

Region: Kodiak Island

Local Governments: 2<sup>nd</sup> Class City,  
Tribal Government



Water is supplied by a dammed creek and an infiltration gallery, is treated and stored in a tank, then distributed via pipes. A community septic tank treats piped sewage. All residences are connected to the public water and sewer system and have complete plumbing. Refuse collection services are not available, although the City has requested funding for dumpsters and vehicles to do so. The landfill was recently relocated. They are interested in developing hydroelectricity. Electricity is provided by AVEC. There is one school located in the community, attended by 62 students. Local hospitals or health clinics include Old Harbor Health Clinic (286-2205). Old Harbor is classified as an isolated village, it is found in EMS Region 2G in the Kodiak Region. Emergency Services have coastal and air access. Emergency service is provided by volunteers and a health aide Auxiliary health care is provided by Old Harbor Village Response Team (286-2293/2270).

## RUBA Activity This Reporting Period

On December 22, 2005, RUBA staff met with the City of Old Harbor staff to complete a RUBA Assessment of Management Capacity Indicators. City staff provided documentation supporting the conclusions of this report.

**Capacity Indicators**

**Finances**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager’s report is prepared.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary. *   |

**Finances Comments:**

Monthly Profit and Loss reports are prepared via QuickBooks by the City Treasurer Russell Fox. On December 18, 2005, the city took on 11,647 gallons of diesel which has been paid for. In the event of emergency repairs, the city will purchase parts from the general fund. The water and sewer revenues are not sufficient to cover operating expenses. The city subsidizes its water and sewer utility through fuel sales. The mayor and treasurer reported that revenues were approximately \$6000 to \$7000 under budget.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The Utility has a cash disbursement system that records how money was spent.                               |

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#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

#### Accounting Systems Comments:

The city has not adopted a collection policy to follow. Currently they are not doing disconnects for non-payment. It is recommended the council write and adopt a collection policy and enforce it. The city utilizes QuickBooks for accounts receivable and accounts payable. The city administrator appears to be knowledgeable and fluent in working with QuickBooks.

### Tax Problems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

#### Tax Problems Comments:

The city has signed a tax release form. IRS/DOL report that the city has no deficiencies

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The city has a posted worker's compensation insurance policy in effect from 7/1/05 to 7/1/06 with AML/JIA. The city's current hiring process is historical and not written. Job notices are posted with the job site and description for 10 days. Interested applicants apply within the city office. There is currently no probationary period for employees. Training opportunities to staff are provided as funds allow or opportunities by other sponsors come available.

**Organizational Management**

**Essential Indicators**

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained bookkeeper.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

The mayor stated that the council is active in policy making. The current utility operator is trained but has not passed the OIT test. The community has an employee of the Tribal Council who will travel to the OIT certification class in Kodiak in February. The treasurer is currently working with a CPA to revise the chart of accounts and is knowledgeable in QuickBooks.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. This is being revised. |

---

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has completed and distributed its <u>Consumer Confidence Report (CCR)</u> .   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

Steve Evavold, Remote Maintenance Worker, stated there is a preventative maintenance plan for the existing system. The current utility operator is trained but has not passed the OIT test. The community has an employee of the Tribal Council who will travel to Kodiak for the OIT certification class in February. Historically the utility operator reports to the mayor when there is a problem or he can foresee one. The utility operator and council attempt to keep critical spare parts on hand without a critical spare parts list.

**RUBA Activities For The Coming Quarter**

RUBA staff will provide support and assistance in meeting the deficient indicators noted in this assessment.



# Ouzinkie Activity Report

## Community Overview

Lead RUBA Staff: Tammy Helms, Anchorage Office

2003 Population: 170

Region: Kodiak Island

Local Governments: 2<sup>nd</sup> Class City



Water is supplied by a dam on Mahoona Lake and Katmai Creek, is treated and piped throughout the City.

The system serves 80 homes and commercial facilities. A piped sewage system, central septic treatment system and sludge disposal site are used for waste. Over 90% of all homes are completely plumbed. The City needs a 400,000-gallon water tank for adequate treatment and storage. Refuse is collected by the City. A new landfill site was recently completed. The community participates in a hazardous waste collection program, but would like a facility to recycle scrap metal. Electricity is provided by City of Ouzinkie.

## RUBA Activity This Reporting Period

RUBA staff traveled to Ouzinkie October 14, 2005 to present fuel surcharge rate information to the City Council. The city used RUBA recommendations to draft and adopt a utility fuel surcharge rate. RUBA staff traveled in December 2005 to complete an assessment of essential management capacity indicators as a condition of a Utility construction grant.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary. *   |

### Finances Comments:

The water and sewer revenues are not sufficient to cover operating expenses. Historically the City has viewed the utilities as one unit, combining water, sewer and electricity. Viewed in this aspect the revenues are sufficient to cover operating expenses, but RUBA does not assess utilities as one unit therefore the water/sewer utility alone does not meet the essential indicator. The City needs to ensure the w/s department can operate on its own from customer collections. A point to be highlighted is that the City of Ouzinkie has established an R & R account. However it is not sufficient enough to cover operating expenses and R & R costs at this time.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

---

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Systems Comments:**

The City Clerk/Treasurer is a long time employee who manages the city finances. The community uses QuickBooks and the clerk has received formal training in the program. The utility manager uses a self-created excel spreadsheet to manage the utility finances. It is a fairly sophisticated spreadsheet.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

**Tax Problems Comments:**

There have not been any tax issues recently. There are no known tax issues this quarter. The city staff signed a tax release authorization and IRS/DOL reported the community is in compliance.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |

---

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The City of Ouzinkie has a posted workers compensation insurance policy in effect from 7/1/05 to 7/1/06 with AML/JIA. The City's current hiring process is that job notices are posted with the job title and description for 10 days. Interested applicants apply within the City office. There is currently no probationary period for employees. Training opportunities to staff are provided as funds allow or opportunities by other sponsors come available.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

---

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The City Clerk stated that the Council is active in policy making and also in enforcing policy. The Utility Manager and bookkeeper appear to be knowledgeable and well versed in the utility in all aspects from billing to the obstacles the utility faces. The City of Ouzinkie has two trained utility operators. The Council has reviewed and revised the necessary ordinances to provide the utility can run productively.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. This is being revised. |

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### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Consumer Confidence Report</u> (CCR).  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The City has two qualified water operators in both water and waste water treatment and distribution. The preventative maintenance plan developed for the sanitation facility is posted on the wall at the water treatment plant. Historically the Utility Operator reports to the Utility Manager when there is a problem or he can foresee one also to give status reports that the system is running well. A copy of the CCR was posted on the wall at the City office. The utility operator and Council try to keep needed critical spare parts on hand.

**RUBA Activities For The Coming Quarter**

Continued phone and fax assistance will be provided as needed.



# Pilot Station Activity Report

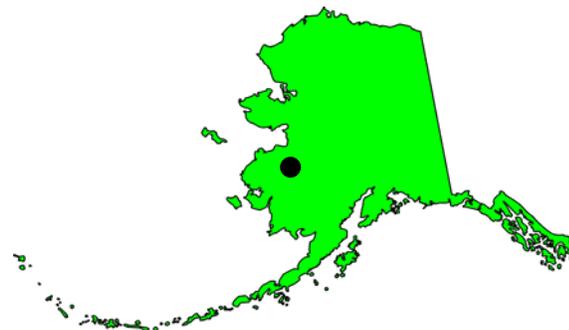
## Community Overview

Lead RUBA Staff: Marita Hansen, Bethel Office

2003 Population: 564

Region: Lower Yukon

Local Governments: 2<sup>nd</sup> Class City



The City operates the water and wastewater system. All the residential customers are now connected to the community's piped water and sewer system, to include the City, Tribal, and Headstart buildings respectively. Relocation of the landfill/lagoon is up for proposal.

## RUBA Activity This Reporting Period

As in the past, this quarter, RUBA has been in contact with this community utilizing the phone, fax and mail (large documents). The City is still experiencing some financial hardship. The City has been addressing the AVEC delinquent accounts. They are hopeful that they will be caught up in January 2006. The City continues to work with Mr. Moss, IRS and DOL in resolving their tax problems. She is making efforts to get caught up with December payments and is hopeful that this will also be caught up in January 2006. Necessary copies have been received by RUBA for the community file. The Water/Sewer department has experienced a major leak on the main line this winter. They just found out last month when a resident noticed freezing water close to the home. The city will be contacting ANTHC regarding this problem. Earlier in the fall, a fire hydrant was placed in this area and the administrator/bookkeeper/clerk is wondering if a puncture may have happened that started a slow leak. However now it is very noticeable. She will keep RUBA informed of progress.

## Capacity Indicators

### Finances

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The R&R costs are still being subsidized through a 2% sales tax and through gaming proceeds. At an election in October, the sales tax increase from the public failed. The City is still addressing the AVEC bill delinquency. However, she is very hopeful that by later part or end of January 2006 she will be caught up. The City has enough fuel for the winter. Copies of energy assistance monies have been received by RUBA from Juneau.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

All indicators are met. They are still on a manual accounting system.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The City is almost caught up with the back taxes. They are still working with Mr. Moss, IRS Revenue officer to resolve this. The administrator is very hopeful that by the end of January 2006 she will be current. As for Dept. of Labor, the city has a repayment contract of \$2,150 a month. According to the repayment schedule, the City has two more payments to get caught up.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

All indicators continue to be met.

### Organizational Management

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

#### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

All indicators are met. The upcoming October seated the following people on the council: Abraham Kelly-Mayor, Andrew Makaily Jr.-Vice, Wassillie Myers-Sec/Treas., Moses Edwards-Member, Julia Nick-Member, John Borromeo-Member and John J. Evan-Member.

### Operation of Utility

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

One of the operator's had attended a level I session in Bethel the first week of October. However the City has not received word whether he has passed or not. The City administrator/clerk has left a message with Paul in Juneau regarding this.

**RUBA Activities For The Coming Quarter**

RUBA staff will continue follow up on the IRS and AVEC payments including the water leakage problem. Technical assistance will be provided as needed.



## Pitka's Point Activity Report

### Community Overview

Lead RUBA Staff: Marita Hanson, Bethel Office

2003 Population: 107

Region: Lower Yukon

Local Governments: Unincorporated Tribal Council



Water is supplied by a small stream and infiltration gallery. Residents haul treated water from the washeteria and use honeybuckets. Approximately one-fourth of homes have running water for the kitchen. A few homes and facilities are connected to a community septic tank, but no homes have complete service. The water treatment plant and washeteria were recently renovated. The community wants to develop a piped water and sewer system, and a Master Plan is underway. Electric power is provided by a transmission line from St. Mary's. Electricity is provided by AVEC (St. Mary's).

### RUBA Activity This Reporting Period

As in the past, this quarter, RUBA staff has continued to work with the Pitkas Point Traditional Council administrative staff in meeting the essentials. Throughout the quarter, RUBA has been following up with this administration, reviewing drafts, providing recommendations and receiving completed final documents through the fax. They continue to make efforts to address the capacity assessment indicators although a staff turnover has occurred. The newly hired administrator, Sandra Drake has been familiarizing herself with the administrative and financial management of this organization. RUBA has reviewed the Capacity assessment indicators with this administrator. A completed budget has been received this quarter adopted by the council through a resolution. Sandra has made amendments to the format. The organization has to prepare for the FY06 budget now that the calendar year is ending. Monthly financial expenditure reports were received but not the revenues. Sandra will also be working on these and is hopeful that she will be able to get them completed early January 2006. ANTHC, John Spriggs has just hired Chris Kiana as the Utility Business Support Specialist. There are several communities identified through ANTHC including Pitkas Point. His job is to help these ANTHC project communities meet the Essentials indicators.

**Capacity Indicators**

**Finances**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted a balanced realistic budget.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is current in paying all water/wastewater electric bills.                                   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A monthly manager’s report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

Most essentials are being addressed and will be met as the new administrator gets organized. The FY05 Budget was adopted with a resolution by the council. The new administrator has made an amendment to the format. Reminded her that this calendar year is just about over and she and the council will have to prepare the FY06 budget. She understood this and plans to have a more detailed budget narrative for revenue and expenditures for the next budget. Informed her of the missing monthly financial revenue reports. She will work with the bookkeeper to get these reports up to date and sent to RUBA once her bookkeeper is back from sick leave. This organization is current with the AVEC electric bills. RUBA has received copies of the latest statements. As for the fuel, she thinks they do have enough fuel and funds for the winter but wants to make sure. She is waiting for her bookkeeper to come back to work from sick leave before she can have her explain why the organization has paid only half of the cost of fuel for the winter. This organization buys fuel from the St. Marys tank farm.

## Accounting Systems

### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The Utility has a cash disbursement system that records how money was spent.                               |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

### Accounting System Comments:

Essentials are not quite met yet. A utility ordinance does not yet exist. However, this will be addressed by this new administrator next quarter. She is in the process of having her staff input all data into the QuickBooks Pro system. This system does have an internal chart of accounts and will be utilized once it is organized. Monthly customer bills still do not exist yet. However, this new administrator plans to start this by February 2006. She will be presenting this to the council. As for the bank reconciliations, they are in the process of updating starting from last July 2005. She is still working on this.

## Tax Problems

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

### Tax Problems Comments:

The community is in compliance with IRS and DOL.

**Personnel System**

**Essential Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <b>Yes</b>                          | <b>No</b>                |  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

Once all assessment essential indicators are met, the administrator plans to revisit the personnel policy. She will review the "RUBA-New Town Policy" and compare with the current policy the organization has. She has indicated that some areas of the current policy need to be amended by the council.

**Organizational Management**

**Essential Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <b>Yes</b>                          | <b>No</b>                           |   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The policy making body is active in policy making of the utility.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has an adequately trained operator(s).</b>   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

Essentials are not yet met. Utility ordinance has yet to be created and enforced by the council.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

Essentials continue to be met. This community continues to be listed on the SNC list. They are listed on the Surface Water Treatment Rule (SWTR) category. According to the Environmental Specialist comments, they will probably have difficulty meeting the SWTR until the new sources and treatment plant are on line. Turbidity continues to be problem in their current configuration.

### RUBA Activities For The Coming Quarter

Continue follow up on meeting essential capacity indicators. RUBA is working closely through phone and fax with the administrator in meeting the necessary essentials first. A trip to this community will be planned for next quarter.



## Port Lions Activity Report

### Community Overview

Lead RUBA Staff: Tammy Helms, Anchorage Office

2003 Population: 251

Region: Kodiak Island

Local Governments: 2<sup>nd</sup> Class City



The community system was built by the BIA and Indian Health Service in 1965. Over 100 residences are connected to the City's piped water and sewer systems and 95% of these have complete plumbing. The Branchwater Creek Reservoir provides water, which is treated and stored in a 125,000-gallon tank. The existing dam is weakening; funding has been provided to make repairs. A local priority is to construct a new 500,000-gal. dam on the Creek. A new landfill site has been identified. Electricity is provided by Kodiak Electric Association.

### RUBA Activity This Reporting Period

RUBA staff has provided assistance in amending the City water and sewer ordinance to comply with RCA for the provisional certification. An on-site visit to complete an assessment was attempted but not completed due to weather in December.

**Capacity Indicators**

**Finances**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>All revenue and expenses for the utility are listed in the utility budget.</b>                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a balanced realistic budget.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>Monthly financial reports are prepared and submitted to the policy making body.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current in paying all water/wastewater electric bills.</b>                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has on hand a year’s adequate fuel supply or it has financial plan to purchase an adequate.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.</b>  |

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager’s report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The City of Port Lions currently charges \$35.85 (residents and \$23.37 (seniors) for water/sewer/garbage haul. Commercial rates vary dependent on customer usage. The City Clerk stated that rates were reviewed and raised to cover operating expenses approximately one year ago. The City Clerk and Council are watching water testing fees to see if cost of testing raises. If so the Council will once again review the rates. The Native Corporation is the community fuel supplier. The City has budgeted funds to cover fuel purchase for the year. Each month the Clerk supplies the Council with a financial report along with a written Clerk report. The Mayor reports verbally.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation’s have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The city utilizes QuickBooks for accounting and payroll. The City budget is on an excel spreadsheet. It is reviewed and updated monthly. The City has a collection policy it actively follows and customers are billed on a regular basis. A purchasing system is in place. The policy is to submit a PO to the Clerk, then the clerk reviews it with the mayor and a decision is made to approve or deny the request based on the budget.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The city signed a tax release form. IRS and DOL report that the city is in compliance.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The city has a posted worker's compensation insurance policy in effect. It was posted on a community bulletin board in the city office. The policy is in effect from 7/1/05 - 7/1/06. The clerk stated that the Personnel Policy the city has adopted and uses should be reviewed and updated in the future. Personnel folders on employees are thorough and complete. The utility's probationary period for new hires is three months.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The policy making body is active and informed in the policies passed and also in enforcing them. The Mayor and Clerk were knowledgeable of the utilities policies, activities, and financial health.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The city has two qualified water operators. The water operator submits a monthly report to the council and reports to the mayor any significant activity immediately. The main operator is working toward receiving his Level I certification in water treatment.

**RUBA Activities For The Coming Quarter**

RUBA staff will continue to provide assistance to the community. The city has requested assistance in a codification project.



# Seldovia Activity Report

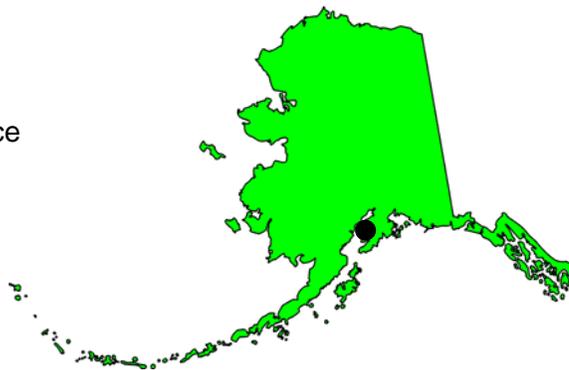
## Community Overview

Lead RUBA Staff: Tammy Helms, Anchorage Office

2003 Population: 300

Region: Kenai Peninsula

Local Governments: 1<sup>st</sup> Class City



Water is derived from the Fish Creek Reservoir, is treated, stored in a tank, and distributed via water mains. Sewage is piped to a community septic tank for primary treatment, then discharges to an ocean outfall. 175 homes and facilities are served by the system; all homes are completely plumbed. Individual wells have been unable to produce potable water. Funds have been requested to provide water and on-site septic tanks to the households with wells, and to protect the community ground water quality. Funds have also been requested to expand the system to areas for new development. A Borough-operated landfill is available.

## RUBA Activity This Quarter

RUBA staff did not make a trip to the community this quarter. Phone and fax advice has been provided. The City Mayor is currently requesting a meeting with representatives of various state departments regarding grant issues. RUBA staff has also helped set up training for the community in the area of planning and zoning. Seldovia Utility management was recognized by the Denali Commission with a Certificate of Achievement for the year 2005.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

---

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The City continues to operate at a high level.

**Accounting Systems**

**Essential Indicators**

Yes	No	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has adopted a collection policy and actively follows it.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility bills customers on a regular basis.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	An accounts receivable system is in place which track customers and reports past due accounts and amounts.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	An accounts payable system is in place.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The payroll system correctly calculates payroll and keeps records
<input checked="" type="checkbox"/>	<input type="checkbox"/>	A cash receipt system is in place that records incoming money and what it was for.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Utility has a cash disbursement system that records how money was spent.

---

**Sustainable Indicators**

<input checked="" type="checkbox"/>	<input type="checkbox"/>	A chart of accounts is used that identifies categories in a reasonable, usable manner.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Monthly bank reconciliation's have been completed for all utility accounts.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts.

**Accounting Comments:**

The community continues to use the QuickBooks system after the full accounting system conversion from DCCED. A City Council Member is researching the possibility of switching accounting software without other council direction.

**Tax Problems**

**Essential Indicators**

Yes	No	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has a system to accurately calculate, track, and report payroll tax liabilities.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility is current on filing tax reports.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility is current on making tax deposits.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.

**Tax Problems Comments:**

There are no known tax issues.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |
- 

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The city has adequate policies and descriptions for city positions.

**Organizational Management**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |
- 

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility complies with the open meeting act for all meetings.                     |

**Organizational Management Comments:**

The city structure has remained stable.

**Operation of Utility**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

**Sustainable Indicators**

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The facility is a fairly simple system using filtration by avoidance. Water tests are done very frequently and submitted to DEC. The community applied for and is on the funding list for upcoming VSW projects. They completed and distributed their CCR.

**RUBA Activities For The Coming Quarter**

Phone and fax assistance will be provided as requested.

## Shishmaref Activity Report

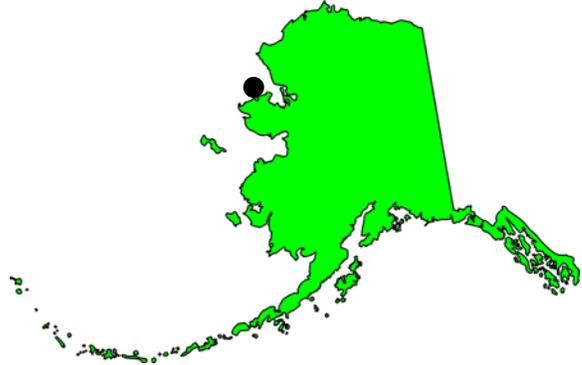
### Community Overview

Lead RUBA Staff: Leroy Seppilu, Nome Office

2003 Population: 594

Region: Bering Straits

Local Governments: 2<sup>nd</sup> Class City



The City of Shishmaref operates a central watering point, a water truck delivery service, multiple watering points and a washeteria. They also provide a honey bucket service. The City Council is the policy making body for the utilities. Water is derived from a surface source; it is treated and stored in a new tank. Shishmaref is undergoing major improvements, with the construction of a flush/haul system and household plumbing. Nineteen HUD homes have been completed, and 71 homes remain. The new system provides water delivery, but the unserved homes continue to haul their own water. The City hauls honeybuckets and the new flush tanks. The school, clinic, friendship center, city hall and fire hall are connected to a sewage lagoon.

### RUBA Activity This Quarter

A new utility clerk was hired and Nome RUBA knows her and she may need extensive training with her duties. She had told RUBA at one time that she does not know how to do quarterly tax reports or payroll record keeping. A washeteria attendant was suspended for intimidating washeteria customers and also left her work for health aide training. She did not ask for leave to do this. Nome RUBA staff has recommended that personnel policies for suspension be consulted and followed closely to avoid a possible lawsuit.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

The city council still has no idea where it is financially. The utility clerk lacks adequate training to do monthly financial reports. When RUBA asks for the city's current utility finances, the clerk sends wrong material that has not been requested.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility bills customers on a regular basis.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

#### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The bookkeeper and city clerk continue trying to catch up on long-past bank statements. RUBA has been recommending to them to just do the latest bank statements. A CPA will be training the utility clerk and bookkeeper with Quickbooks Pro.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <b>The utility is current on filing tax reports.</b>  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

The city continues to accumulate huge payroll taxes despite recommendations from RUBA.

**Personnel System**

**Essential Indicators**

- | Yes                      | No                                  |  |
|--------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

A new city bookkeeper was hired and she has no payroll and tax reporting experience. A CPA hired by the city will be providing some training.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body enforces utility policy.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained bookkeeper.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

There are no Organizational Management issues this quarter.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

There are no Operation of Utility issues this quarter.

**RUBA Activities For The Coming Quarter**

None RUBA staff will continue providing on-site training to the new utility clerk and bookkeeper.



# Shungnak Activity Report

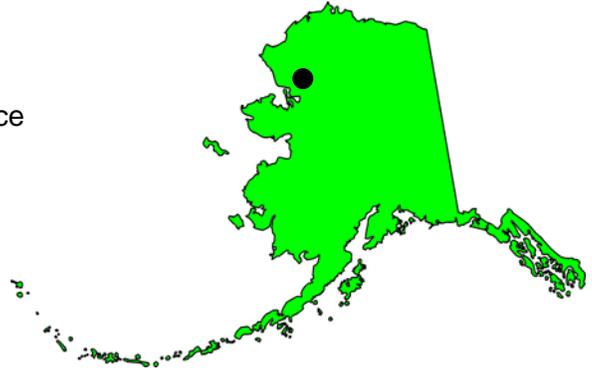
## Community Overview

Lead RUBA Staff: Margaret Hansen, Kotzebue Office

2003 Population: 264

Region: Northwest Arctic

Local Governments: 2<sup>nd</sup> Class City,  
Tribal Council



The City of Shungnak operates the piped water and sewer system. The City Council is the policy making board for the utility. The water infiltration gallery was destroyed by ice several years ago, and needs replacement. A reservoir is intermittently filled from the Kobuk River. A portable pump fills a 200,000-gallon steel storage tank through 1,110' of buried arctic pipe. Groundwater wells have proven unsuccessful. Piped water and sewer are provided to 53 homes (those at the top of the bluff), clinic, school, and community building. Shungnak has a six-inch buried gravity sewage main, which drains into a small diked lake one-half mile northwest of the city. The main, lift station, and manholes need replacement. The effluent is chlorinated before discharge. A new landfill has recently been completed.

## RUBA Activity This Quarter

Kotzebue RUBA staff provided assistance to the administrator to complete her small energy assistance requirements.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

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#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

**Finances Comments:**

The city is following their budget to the penny but have not been able to save any funds for repair and replacement costs.

**Accounting Systems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted a collection policy and actively follows it.</b>                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility bills customers on a regular basis.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts receivable system is in place which track customers and reports past due accounts and amounts.</b> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>An accounts payable system is in place.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The payroll system correctly calculates payroll and keeps records</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>A cash receipt system is in place that records incoming money and what it was for.</b>                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The Utility has a cash disbursement system that records how money was spent.</b>                               |

---

**Sustainable Indicators**

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Comments:**

The administrator does an excellent job in this area.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

No problems

## Personnel System

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |
- 

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

### Personnel System Comments:

The administrator completed all five RUBA classes as of this year and scored very high on all tests.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The entity that owns the utility is known and the entity that will operate the utility is set.</b>                             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body is active in policy making of the utility.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The policy making body enforces utility policy.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained manager.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained bookkeeper.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has an adequately trained operator(s).</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.</b> |
- 

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

No problems

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility operator(s) are actively working towards necessary certification.</b>                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a preventative maintenance plan developed for the existing sanitation facilities.</b> |

---

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report (CCR)</u> .  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is not on the <u>Significant Non-Compliance (SNC)</u> list.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

### Operation of Utility Comments:

The city continues to send their operators to training. The main operator finally got certified for water distribution OIT. The administrator still needs to identify another alternate in hopes this new person will pass to get fully certified.

### RUBA Activities For The Coming Quarter

RUBA staff was unable to travel and provide training to the new council this last quarter; travel is scheduled for this training in March.

# Tanana Activity Report

## Community Overview

Lead RUBA Staff: Andy Durny, Fairbanks Office

2003 Population: 290

Region: Interior

Local Governments: 1<sup>st</sup> Class City



Water and sewer utilities are operated by Too'gha, Inc., a non-profit utility board. Water is derived from three wells near the Yukon River, and four watering points are available. In 1970, 55 individual wells were drilled, but due to permafrost and poor water quality, the project essentially failed. Most residents haul their own water from the washeteria and use privies and honeybuckets. In 1976, a piped water and sewer system was constructed to serve the Tanana Hospital, clinic, Regional Elders Residence, and now serves the Tribal council building. A new washeteria and water treatment plant were recently completed. Construction has begun to install pipes in 40 homes downtown. Currently 20 residential units, one commercial unit, the school, and four public facilities are hooked up to the water/sewer system, the landfill uses an incinerator, and provides recycling services. Electricity is provided by Tanana Power Company.

## RUBA Activity This Quarter

During this quarter RUBA staff provided on-site training to the utility manager and bookkeeper. Training topics included Quickbooks training, budgeting, financial reporting, tax reporting, and utility management. RUBA staff assisted the utility in preparing the FY 06 budget. RUBA staff also provided information and assistance to the mayor regarding comprehensive community planning; responded to calls from the mayor and the utility board president; and acquired information regarding utility ordinances, policies and procedures.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A monthly manager's report is prepared.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

Available information indicates that the utility has adequate resources to meet expenses, but that revenues are not keeping up with the rising costs for fuel, electricity and other expenses. The utility manager and bookkeeper are aware of the need to keep expenses to a minimum, to improve collections, and to improve financial management and reporting, and have been taking steps to do so.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Utility has a cash disbursement system that records how money was spent.                               |

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting Comments:**

The utility manager and bookkeeper have taken some steps to improve accounting procedures, and to improve collections.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a system to accurately calculate, track, and report payroll tax liabilities.             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on filing tax reports.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility is current on making tax deposits.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | If there are any past tax liabilities, a repayment agreement has been signed and repayments are current. |

**Tax Problems Comments:**

The utility has improved its tax reporting and depositing this past quarter, eliminating unnecessary penalties and charges for late deposits. According to phone checks with IRS and Alaska Department of Labor, the utility is current on all its tax reporting and deposits.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a posted workers compensation insurance policy in effect. |

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**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

Utility has a personnel policy, but may need to update job descriptions. Utility has not been performing employee evaluations.

**Organizational Management**

**Essential Indicators**

Yes	No	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The entity that owns the utility is known and the entity that will operate the utility is set.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy making body is active in policy making of the utility.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy making body enforces utility policy.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has an adequately trained manager.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has an adequately trained bookkeeper.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has an adequately trained operator(s).
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate.

**Sustainable Indicators**

<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has adopted an organizational chart that reflects the current structure.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy making body meets as required.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility complies with the open meeting act for all meetings.

**Organizational Management Comments:**

The operator/manager has been doing a good job. Bookkeeping duties are handled by a member of the Tribal Council administrative staff. Both the operator/manager and the bookkeeper demonstrate adequate ability, but additional training is always helpful.

**Operation of Utility**

**Essential Indicators**

Yes	No	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility operator(s) are actively working towards necessary certification.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has a preventative maintenance plan developed for the existing sanitation facilities.

**Sustainable Indicators**

<input checked="" type="checkbox"/>	<input type="checkbox"/>	The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	The utility has a safety manual and holds safety meetings.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility is operating at the level of service that was proposed.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The operator provides status reports to the manager on a routine basis.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	The utility maintains an inventory control list.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility maintains a critical spare parts list.

**Operation of Utility Comments:**

The utility has a manager/operator. Preventive maintenance is routinely performed, but a copy of the preventive maintenance plan is not on file. The current operator/manager has a Water Treatment OIT certificate: he is working to get additional certification. The utility has trained additional personnel to act as qualified alternate/assistant operators.

**RUBA Activities For The Coming Quarter**

Make site visit to provide additional training. Continue to monitor and assist.



# Tuluksak Activity Report

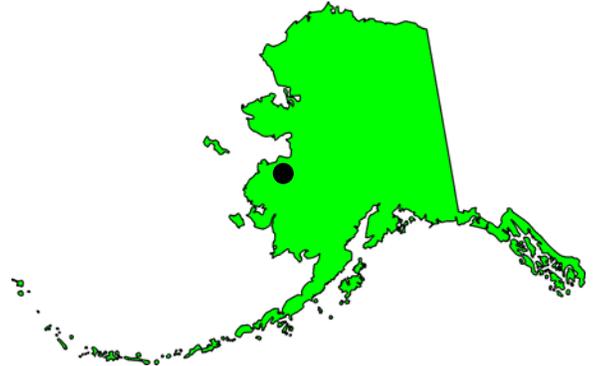
## Community Overview

Lead RUBA Staff: Paul Chimiugak, Bethel Office

2003 Population: 464

Region: Lower Kuskokwim

Local Governments: Tribal Council



The Tribal Council operates the washeteria, water treatment plant, container haul system, and electrical services for the community. The Tribal Council is the policy making body for the utility services. Only one watering point, with storage capacity of less than 7,000 gallons, serves the entire community, washeteria, clinic, and the school. Residents haul honey-buckets to 21 bins located sparingly throughout the community. A feasibility study was completed to implement a piped water and sewer system in the future. A larger water storage tank, completion of a new lagoon, and water system improvements are the community's priority.

## RUBA Activity This Reporting Period

The tribe is having problems with collecting sewage haul fees from the customers. From the indications of the bookkeeper and the administrator, it seems that most customers are not paying their monthly fee of \$20 a month for the service. The problem is that customers dump their honey buckets in hoppers that are situated throughout the village and are evacuated by sewage hopper collectors. The Bethel staff is assisting the tribe in ways to enforce the collection of fees from the customers.

## Capacity Indicators

### Finances

- | Yes                      | No                                  |   |
|--------------------------|-------------------------------------|---|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |

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### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD revenues are at a level equal to or above those budgeted.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | YTD expenditures are at a level equal to or below those budgeted.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | A monthly manager's report is prepared.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget amendments are completed and adopted as necessary.   |

### Finances Comments:

The tribe is having problems with collection of sewage haul fees from the customers. Profit and Loss statements are faxed to RUBA staff out of Anchorage contractor's office, but they do not indicate the budget amount for the year. Profit and loss statements are not financial reports of any value to a governing body.

## Accounting Systems

### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The Utility has a cash disbursement system that records how money was spent.                               |

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### Sustainable Indicators

- |                                     |                          |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

The tribe is having a problem in making collections on their sewage haul fees and no way to enforce the collection. The Bethel staff has sent in a sample letter to write to customers and a sample promissory note for customers to sign. The administrator was also sent a sample PFD assignment of Rights to consider. The Water Treatment Plant (WTP) is currently being serviced by a couple of certified employees of Yupiit School District (YSD). They are current in their water sampling and operation of the WTP. YSD also operates and maintains the WTP. The Washeteria is closed due to broken washers and dryers, but there is an attendant who collects fees and disburses water to residents from the community watering point.

**Tax Problems**

**Essential Indicators**

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities</b>              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

According to the tribal bookkeeper the IRS tax was resolved through a bank loan and they are keeping current with their payroll taxes and quarterly reports as stated in the OIC with IRS. The loan is being paid back through the accounting firm out of Anchorage.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The Tribe appointed a new Tribal Administrator to oversee the operation of the organization. The Tribe has a Worker's Compensation Insurance through National Council on Compensation Insurance, Inc.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The policy making body enforces utility policy.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained bookkeeper.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequately trained operator(s).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

The council is trying to find ways to actively collect fees from sewage haul customers.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                       |   |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility operator(s) are actively working towards necessary certification.                     |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

The tribe is looking for training for the Water/Sewer operator they want trained. The Administrator said that he contacted the Yukon Kuskokwim Health Corporation for any OIT training to have one of their members to attend. The electric power plant has not been properly maintained with four brand new generators trashed and two more torn apart for repairs. The community has been suffering several brown outs due to the lack of maintenance which affects the water supply also.

**RUBA Activities For The Coming Quarter**

Follow-up on the RUBA Assessment and monitor the financial situation of the Tribe. Travel to Tuluksak for another assessment of the utility operations.



# Tuntutuliak Activity Report

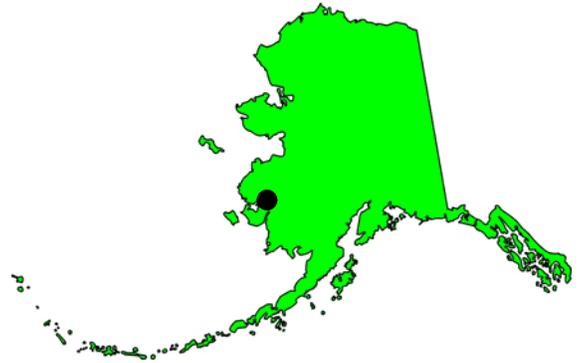
## Community Overview

Lead RUBA Staff: Marita Hanson, Bethel Office

2003 Population: 381

Region: Lower Kuskokwim

Local Governments: Traditional Council



Tuntutuliak Community Services Association (Utility Organization) operates the electrical services, washeteria, water treatment plant, flush tank haul system, landfill/lagoon site, and garbage collection services. A flush/haul system was completed for 68 homes in 2000, including bathroom plumbing. The utility organization received additional funding in FY 01 to complete installation to those interested in the flush haul system, but is on hold until the engineering and environmental reports are done. The community received BIA Funds to renovate the community boardwalk system. Kuskokwim Architect Services is designing the renovation plan for the community. The school has its own well and sewage lagoon and is currently planning to upgrade their sewage disposal system.

## RUBA Activity This Reporting Period

As in the past, RUBA has worked with this community through phone, fax and regular mail when necessary in meeting the capacity indicators after an assessment was completed. This quarter the Tuntutuliak Community Services Association (TCSA) has not made very much progress toward meeting the deficient indicators. RUBA has tried to explain to the Board Chairman and the Utility Manager the importance of addressing these indicators. So far, nothing has been received by RUBA except for the incorporation status in October 2005. From RUBA's observation and experience this last quarter, there are authority and directive issues going on between the board which affects the staff and Manager. The Manager has tried setting meetings and is having trouble getting a quorum for the meetings to take place. RUBA has informed Roger Burleigh, VSW Engineer on the status of the indicators.

## Capacity Indicators

### Finances

#### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | All revenue and expenses for the utility are listed in the utility budget.                              |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a balanced realistic budget.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly financial reports are prepared and submitted to the policy making body.                         |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is current in paying all water/wastewater electric bills.                                   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has on hand a year's adequate fuel supply or it has financial plan to purchase an adequate. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses.  |
- 

#### Sustainable Indicators

- |                          |                                     |  |
|--------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | The utility is receiving revenues (user fees or other sources) sufficient to cover operating expenses and Repair & Replacement (R&R) costs. This was not in Johnny' table. |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | YTD revenues are at a level equal to or above those budgeted.  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | YTD expenditures are at a level equal to or below those budgeted.  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | A monthly manager's report is prepared.  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Budget amendments are completed and adopted as necessary.  |

### Finances Comments:

Essentials are not met. A budget and monthly financial reports continue to be non-existent for this organization. The Manager has informed RUBA that he is slowly gathering financial information and is putting these together manually for now. He is focusing on the expenditures as a start. He is still trying to learn the MYOB accounting system. Since the water/sewer is included in this organization, electricity is not billed. The fuel for this organization has been purchased through the Small energy Loan Program and supplemented by CVRF loan. They do have fuel for the winter.

### Accounting Systems

#### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted a collection policy and actively follows it.                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility bills customers on a regular basis.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | An accounts receivable system is in place which track customers and reports past due accounts and amounts. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | An accounts payable system is in place.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The payroll system correctly calculates payroll and keeps records  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A cash receipt system is in place that records incoming money and what it was for.                         |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The Utility has a cash disbursement system that records how money was spent.                               |
- 

#### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | A chart of accounts is used that identifies categories in a reasonable, usable manner.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Monthly bank reconciliation's have been completed for all utility accounts.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a purchasing system that requires approval prior to purchase, and the approval process compares proposed purchases to budgeted amounts. |

**Accounting System Comments:**

Essentials are not yet met. The Utility ordinance has been stalled at the Tribal government level. It has not yet gone through a public hearing for several months now since the TCSA board presented it to them for adoption.

**Tax Problems**

**Essential Indicators**

- | Yes                      | No                                  |   |
|--------------------------|-------------------------------------|---|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <b>The utility has a system to accurately calculate, track, and report payroll tax liabilities.</b>             |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <b>The utility is current on filing tax reports.</b>  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <b>The utility is current on making tax deposits.</b>   |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <b>If there are any past tax liabilities, a repayment agreement has been signed and repayments are current.</b> |

**Tax Problems Comments:**

Essentials not met. Mr. Moss has made a two day trips to this community in December 2005. They have not submitted tax deposits in a while nor have they filed Employer Federal Quarterly liability form 941's. Mr. Moss worked with the Manager on these and gave them till January 6 to complete the work he has requested. RUBA has asked for a copy. The Manager has sent RUBA a copy of the a 4th quarter tax deposit they have made in December 2005.

**Personnel System**

**Essential Indicators**

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <b>The utility has a posted workers compensation insurance policy in effect.</b> |

**Sustainable Indicators**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and uses a Personnel Policy, which has been reviewed by an attorney, AML, or DCED for topics and language. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adequate written job descriptions for all positions.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has adopted and follows a written personnel evaluation process that ties the job description to the evaluation.        |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has an adequate written hiring process.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has personnel folders on every employee that contain at least: I-9, Job Application and Letter of Acceptance.          |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has a probationary period for new hires that includes orientation, job-training/oversight, and evaluations.            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility provides training opportunities to staff as needed and available.  |

**Personnel System Comments:**

The utility has worker's compensation insurance.

## Organizational Management

### Essential Indicators

- | Yes                                 | No                                  |  |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The entity that owns the utility is known and the entity that will operate the utility is set.                             |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The policy making body is active in policy making of the utility.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The policy making body enforces utility policy.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained manager.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained bookkeeper.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has an adequately trained operator(s).   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has adopted the necessary ordinances (or rules and regulations) necessary to give it the authority to operate. |

### Sustainable Indicators

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility has adopted an organizational chart that reflects the current structure. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The policy making body meets as required.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The utility complies with the open meeting act for all meetings.                     |

### Organizational Management Comments:

Council meetings are not held for lack of quorum. The council has not met to adopt the utility ordinance.

## Operation of Utility

### Essential Indicators

- | Yes                                 | No                                  |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility operator(s) are actively working towards necessary certification.                     |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a preventative maintenance plan developed for the existing sanitation facilities. |

### Sustainable Indicators

- |                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The manager receives a monthly O&M report from the utility operator and routinely “spot checks” the facilities to see that the maintenance items are being completed. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility has a safety manual and holds safety meetings.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Utility facilities have not suffered any major problems/outages due to management issues that are still unresolved.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility is operating at the level of service that was proposed.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The operator provides status reports to the manager on a routine basis.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility has completed and distributed its <u>Community Confidence Report</u> (CCR).   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | The utility is not on the <u>Significant Non-Compliance</u> (SNC) list.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains an inventory control list.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | The utility maintains a critical spare parts list.  |

**Operation of Utility Comments:**

Essentials not met. In the last quarter RUBA has recommended to the operator to contact YKHC/OEH to help them with a preventative maintenance plan. This has not yet been done.

**RUBA Activities For The Coming Quarter**

RUBA will continue to monitor the essential/sustainable indicators and provide technical assistance to this community.



## Non-RUBA Communities

### Akiak

#### Paul Chimiugak, Bethel Regional Office

The Akiak IRA Tribal Council operates the utility service and the RUBA agreement and the IRS Tax Authorization Release form are to be signed and sent to the Bethel office in January 2006. There has been no travel to the community for re-assessment due to the documents not being signed after the last assessment in 2005. There is an up-coming W/S project planned for this summer, so this is becoming an urgent issue for the community and agencies involved.

### Akhiok

#### Tammy Helms, LGS/RUBA, Anchorage Office

Akhiok had received a designated Legislative FY06 grant with special conditions required prior to distribution of the funds. Based on past fiscal history of the city, the special conditions included purchasing worker's compensation insurance, repayment of the AEA loan, payment of IRS obligation and repayment plan for other outstanding obligations. The city continues to negotiate with the tribal council to assume city services. Presently the City has taken steps to meet the special condition requirements. They have purchased worker's compensation insurance, proceeded in repayment agreements with AEA and the IRS. In October Phyllis Amodo was elected as Mayor and appears they have taken the responsibilities of the position seriously. RUBA staff and DCA Grant Administrator Robin Park met with Kodiak Area Native Association representative and Akhiok Mayor and Vice Mayor to discuss a work plan for the community. RUBA attempted a trip to the community in late December but weather prevented it. It will be rescheduled for January.

### Alatna

#### Andy Durny, LGS/RUBA, Fairbanks Regional Office

During this quarter RUBA staff contacted the Tribal Administrator regarding the need to update the RUBA assessment. In late December 2005 the administrator and an administrator in training both resigned. RUBA staff contacted the new Tribal chief regarding steps to assure a smooth transition from one administration to another, and regarding the need for an updated RUBA assessment. The administrator has agreed to work till January 31, 2006 to complete financial reports, tax reports and other tasks, including providing documents and data requested for the RUBA assessment.

### Ambler

#### Margaret Hansen, LGS/RUBA, Kotzebue Regional Office

The Kotzebue LGS traveled to Ambler to provide on site training and assistance this last quarter. They have a part time administrator who is expected to become full time by March 06 but the new clerk is doing very well with her business background. RUBA staff presented the RUBA assessment to new staff. They did not meet essential indicators so we have identified areas they need to improve. RUBA staff continue to monitor the community's progress and will conduct a sit visit next quarter.

**Circle****Eileen Kozevnikoff, LGS/RUBA, Fairbanks Regional Office**

Contact was via telephone this quarter with the chief. There has been no contact with the tribal administrator and the chief stated that he would speak with her. A joint agency meeting was attended by RUBA staff for planning on what to do with the new lodge being built.

**Clarks Point****Ralph Andrew, LGS/RUBA, Dillingham Regional Office**

Early in the quarter the Governor issued a state disaster declaration for the cities of Clark's Point and Togiak in response to a severe fall storm in late August. The storm's high winds created flooding conditions that damaged some public infrastructure and private property near the beachfront. City officials continue to make progress with post-storm planning efforts. RUBA traveled to Clark's Point with Division of Homeland Security and Emergency Management representatives on October 14, 2005 to sit in on disaster-follow up meetings and to provide assistance with ongoing city priorities specifically budgeting. The city, tribal council, and private residents were refining storm damage estimates. RUBA provided assistance to city staff with payroll processing, budgeting, and encouraged review of bulk fuel financing. RUBA offered advice and support to city officials as they addressed an AEA fuel loan denial. The city may seek a bridge loan to pay off roughly \$110,000 in fuel debt. The clerk indicated the city may not be able to afford basic operating costs in coming months. RUBA suggested the council keep fuel debt management on their monthly agenda and monitor progress on short- and long-term goals including increased utility collections. RUBA offered to conduct a utility rate review and suggested participation in the PCE program, a rate analysis, and an update of the utility-related ordinances. RUBA reviewed the utility ordinances and suggested updated language be considered. The council subsequently raised the fuel price to \$3.82 per gallon for both gas and heating oil, up from \$2.85/gallon. The city's attorney is said to be developing a plan for the city's participation in the PCE program. The city remains eligible for roughly \$22,000 in Small Municipality Energy Assistance Program funds, however, the city has still not submitted required documentation including budgets. Legislative staff from Representative Moses' office contacted RUBA to request a status report concerning fuel; RUBA provided a summary and will continue to offer assistance to the acting city administrator with budgets and required reports. Concerning the city-operated electric utility, city officials say a flat fee is charged for power at a residential rate of \$150 per month. The school is charged \$1,300 per month and the State DOT is charged \$500 per month for the airport facility. The council elected a new Mayor after elections. RUBA participated in a city council meeting via teleconference; finances were a priority. Residents present inquired about finances. A resident, citing a lack of reports and disorganization, urged the council to conduct a financial audit. The clerk cited low and declining revenues as reason to postpone an audit. RUBA suggested consistent use of the city's accounting software and regular monthly reports to facilitate accountability.

**Eek****Marita Hanson, LGS/RUBA, Bethel Regional Office**

The City of Eek sanitation master plan has been completed. The container haul system continues to be 100% subsidized through gaming operations. This system usually operates only in the summer. The City plans to lay-off the operator early since the City is experiencing revenue shortfall. AML/JIA visited this community last year and reviewed the City code of ordinances. The code has been completed and a copy will be mailed to RUBA. The administrator informed RUBA that they have applied for a Water/Sewer vacuum system through Village Safewater. This project may get started next year.

## **Fort Yukon**

### **Andy Durny, LGS/RUBA, Fairbanks Regional Office**

Fort Yukon meets all essential RUBA indicators. During this quarter RUBA staff provided on-site council member training to the Fort Yukon City Council on Oct.25-26, 2005. During the site visit RUBA staff met with the mayor and city clerk and provided information regarding ordinances, budgeting, personnel matters, and other matters. RUBA staff also met with the interim city manager (the previous city manager resigned abruptly on October 22nd), and collected information needed to update the RUBA assessment. During this quarter RUBA staff also maintained regular contact with the city clerk, providing information and responding to questions regarding elections, ordinances, personnel matters, and other matters. RUBA staff provided assistance by reviewing various ordinances including the water/sewer ordinances. RUBA staff discussed proposed changes to the water/sewer ordinance with the city clerk and with the ANTHC project engineer.

## **Hoonah**

### **Katharine Heumann, LGS/RUBA, Juneau Regional Office**

Activities this quarter included a RUBA staff visit to the community to meet with the City Council for a work session as well as follow-up communication with City staff to support effective utility management practice. Hoonah has increased collection rates and collections are mostly current.

## **Hydaburg**

### **Katharine Heumann, LGS/RUBA, Juneau Regional Office**

RUBA staff traveled to Hydaburg to provide assistance in the areas of local governance and utility management. Hydaburg has made little recent progress towards improving utility management practice. They may not be able to pay their NALCO bill for water treatment. Currently, Hydaburg is focusing efforts on completing an FY06 Budget and FY04 Audit. The books were recently brought into an auditable state by a contract bookkeeper. Altman Rogers has been contacted to perform the audit. RUBA staff has provided Hydaburg with assistance on developing priorities including a resolution regarding their audit and resources to assist with bookkeeping, as well as a special election for Mayor and a job description to use in hiring a city administrator. Adrian, working for the City called today looking for a copy of the RUBA assessment from 2003-2004 to reference. RUBA staff faxed it to them.

## **Karluk**

### **Tammy Helms, LGS/RUBA, Anchorage Office**

RUBA staff traveled to Karluk at the request of the Tribal Council to discuss resources and map out a work plan. The village is in the process of regaining accounting responsibilities back from a contracted accountant. The Tribe currently has two studies underwriting for the water system and the electric utility system. The community is doing well keeping home heating fuel in supply. They received 20,000 gallons of diesel in November and are currently charging \$2.18/gallon. The Tribe is currently not charging for water and sewer services but the Council has expressed the need to start. They do not have any water or sewer ordinances. The Tribe would like assistance in writing the needed ordinances along with alcohol, animal control and trespassing ordinances. The water system was not on the SNC list for the last reported quarter. They have been actively seeking help from outside agencies and utilizing all the resources available to the tribe. They have also recently ordered QuickBooks in preparation for regaining accounting responsibilities.

**Kobuk****Margaret Hansen, Kotzebue Regional Office**

RUBA staff provided phone and fax assistance to the administrator on their emergency fuel shortage. Brooks Fuel had only one plane in operation so was back logged. With the cities new runway, we were able to get Everts Fuel out there for a delivery.

**Kongiganak****Marita Hanson, LGS/RUBA, Bethel Regional Office**

As in the past, RUBA has kept in touch with this community through phone, fax and e-mail. Follow ups for monthly financial and administrator reports are received through fax. This quarter, all financial reports have been received including back up documents for the electricity and fuel for the winter. The President and Administrator have informed RUBA that the construction for the water tank was halted for the winter. This community manages their own electric power plant and they have finally switched to the new power plant. The utility heat recovery system is in operation as of October 2005. The sewer pre-treatment plant closed in November 2005 after the new lagoon was completed. Community members are hauling their own sewage to the new lagoon. In the December 15, 2005 meeting the residents requested the council stop the \$15 fee since majority of the residents are hauling their own sewage to the new lagoon. The organization will still collect for the past due accounts from residents. RUBA has requested an updated customer list from this organization. Also, the airport is in the process of getting an extension. DOT will start soil sampling in February 2006. This organization is in the process of year end reports. The organization is also receiving \$105,419 to clean up the community dumpsite and lengthen the sidewalks. They also have received a grant from AEA for lighting upgrades to the organization, washeteria, school and churches.

**Kotlik****Ken Berlin, LGS/RUBA, Bethel Regional Office**

RUBA received a letter from the City of Kotlik Electric department saying it will be short this winter with fuel to run the generators. It has about 110,000 gallons of fuel now but will be short by about 75,000 gallons. The 110,000 gallons will last until February 2006 if Kotlik does not get another order of fuel in before the last barge. Rural Alaska Fuel Service already provided a loan for the 110,000 and will not be able to approve another loan until the present loan is paid in full. Kotlik is seeking ways to get the 75,000 gallons of fuel before the last barge or fuel will have to be flown in this winter at a very high price.

## Lower Kalskag

### Marita Hansen, LGS/RUBA, Bethel Regional Office

As in the last quarter, RUBA has been in contact with this community providing technical assistance through phone, fax and the mail. This quarter, communication has continued although the last month of the quarter has been very minimal due to lack of staff working. The City is still trying to make reorganization efforts within the City. So far, an election has taken place in October. There have been reports of the City having financial priority problems within the administration. RUBA has received a tax release authorization form from the City. IRS Tax liens still exist for this City. RUBA has provided recommendations to help the administration bring to the council ideas, suggestions and options in resolving this problem. Copies of Job descriptions for council members and the Mayor, public official Ethic Conduct code and procedures for local government meetings have been provided to the City. The Water/Sewer department is being managed by the City once again. However, they have found that there are revenue problems with customer collections. A large customer delinquency list is a major factor for the revenue shortfall. The previous utility manager has provided RUBA with a customer list which shows the amount each customer owes. The council has heard from the administrative staff and utility manager and is currently trying to find ways to enforce collections. Since the Utility has had a manager turnover, the council plans to submit letters to customers informing them to pay partial payments of delinquent accounts or the City will shut off services. A public meeting will be scheduled some time in January 2006. The City still has a renovation grant for the pump house that they have not yet started. In November, after the selection of council officers, Mayor Henry Aloysius requested all departments provide a monthly financial report for council meetings.

## **New Stuyahok**

**Ralph Andrew, LGS/RUBA, Dillingham Regional Office**

Concerning the city's current sewage lagoon extension project, at the request of VSW, RUBA shared a general status report of financial and managerial indicators. Most of the VSW grant conditions appeared to be met with the exception of the project business plan. City officials are in contact with the project-coordinating agency, ANTHC, about business plan development options. The city anticipates receipt of \$1,633,000 for a new water treatment plant in fiscal year 2007. During the quarter, the city administrator expressed interest in having a RUBA Assessment conducted. Concerning the city's water/sewer ordinance being assembled by ANTHC, it remains in draft form. During the quarter, RUBA offered to review the draft ordinance and will continue to monitor its progress. In other water/sewer utility business, the water operator made efforts to improve the city's response capability in the event of disaster through review of material RUBA shared from the ADEC water system security specialist. Concerning overall finances, the city is making efforts to reduce expenditures and increase revenues. The utility is said to be operating at a loss. The council considered shutting down the entire community water/sewer system at one point. The city is reducing staff costs in most departments and making attempts to improve utility fee collections. RUBA recommended identification of utility revenue and break-even requirements, more consistent application of collections practices, and a review of collections alternatives. The city anticipates receipt of PILT monies and plans to expend the funds on insurance and city operations. Concerning grants and funding, the administrator continues to actively research opportunities including state CDBG monies. Concerning fuel, the community's supply is reportedly sufficient until spring. The community retailer is the village corporation, New Stuyahok Limited. It sells heating fuel for \$3.80/gallon and gasoline for \$4.63/gallon. According to city officials, \$1.00 is added to the per gallon price for fuel overhead. Fuel is usually barged in on the Nushagak River in the summer months. Concerning elections, the city followed through with plans to conduct another election after members of the public voiced concern about similar names on the ballot. RUBA provided recommendations and encouraged compliance with the elections ordinance. The city continues to participate in community-wide planning via a joint entity board. Concerning land planning, the city continues to plan road access and utilities for the roughly 50 lots they plan to sell to residents. RUBA suggested partnership with other local entities to develop a transportation plan. For road gravel, the administrator is applying for permits to obtain gravel from the river adjacent to the community. With respect to personnel, RUBA offered general comments on the city's draft personnel policy. City staff expressed interest in RUBA UTM training and plan to participate in the RUBA Financial Management course scheduled for March 2006. At the city's request, RUBA provided general assistance with tax and payroll planning for the new calendar year. During the quarter, the city applied for and achieved VISTA site sponsorship. VISTA orientation and training was undertaken and the city eagerly anticipates fulfilling its role as a supportive sponsor. At the city's request, RUBA shared comments on the city's trial web page they published recently and offered to hear more requests concerning the site.

### **Nikolaevsk**

#### **Jimmy Smith, Anchorage Office**

RUBA staff from the Dillingham and Anchorage Regional office provided a week long training course from November 28 through December 1, 2005 on Introduction to Utility Management in Ninilchik. Participants that attended the training were from the communities of Ninilchik and Nikolaevsk. The Utility Manager also attended the Financial Management RUBA course presented in Anchorage December 5-9, 2005.

### **Ninilchik Village Townsite Association**

#### **Jimmy Smith, LGS/RUBA, Anchorage Office**

RUBA staff from the Dillingham and Anchorage Regional office provided a week long training course from November 28 through December 1, 2005 on Introduction to Utility Management. Participants that attended the training were from the communities of Ninilchik and Nikolaevsk. RUBA staff continues to work with the community and the VSW engineer to meet the deficient assessment indicators.

### **Northway Village**

#### **Irene Catalone, LGS/RUBA, Fairbanks Regional Office**

RUBA staff participated in a meeting with Northway and the BIA where the audit was discussed. Once this is done, funds will be released. The importance of getting this complete was enforced at the meeting. RUBA contacted the audit firm and this should be resolved shortly.

## **Platinum**

### **Ralph Andrew, LGS/RUBA, Dillingham Regional Office**

According to ADEC Village Safe Water, the Platinum tribal council is the expected recipient of a VSW grant award for a water/sewer renovation project. RUBA attempted to conduct a RUBA assessment of essential capacity indicators late in the quarter at the request of the Platinum tribal council but was weathered out. RUBA rescheduled the assessment with the tribe for mid-January 2006. RUBA maintains contact with tribal officials who operate the existing water/sewer system once managed by the city. The acting Mayor serves as the water operator and tribal administrator. It is apparent residents are not charged water/sewer fees. Some residents, especially those with existing wells and septic, may not be receptive to a future public system that requires user fees. The water/sewer system continues to be listed on ADEC's Significant Non-compliance list but recently resolved the Lead/Copper violation. The Surface Water Treatment Rule violation remains unresolved and according to the Acting Mayor who serves as the community's water operator. The operator believes ADEC compliance will be difficult without system upgrades. Concerning city operations, RUBA assisted with the development of budgets and certified financial statement. However, the new city council has not reportedly not met; budgets remains in draft form. Further, the city has not accessed certain state monies tied to budget submittal including PILT and Small Municipality Energy Assistance Program funds. RUBA continues to offer encouragement and written comments on the matter. Concerning fuel supplies, the city still plans to seek state Energy Assistance monies. The city's fuel supply is said to be low. The city has historically purchased fuel locally from the tribe and may need to fly fuel supplies in later this winter. RUBA suggested consideration of additional financing methods including AEA's bulk fuel loan as the total cost may exceed energy assistance funding. Signs of progress were noticeable, however, when the city addressed State tax matters that had been unresolved for several months. RUBA maintained contact with Department of Labor officials as the city submitted past due payroll date with RUBA's assistance. DOL found the city does not owe for back taxes. With timely submittal of remaining FY 2000 reports, the city may be able to reduce its ESC penalty tax rate for next year. Early in the quarter the city electric utility operator assigned to city administrative duties informed RUBA city elections were postponed but subsequently completed. However, the council has not met to certify the election and elect a mayor. RUBA faxed recommendations directly to each of the current and new city council members and offered support and training. RUBA reviewed the city code and found the elections ordinance lacks detail on certification and could benefit from an update. During the quarter, electric power distribution concerns were reported by Homeland Security representatives; RUBA awaits a response from city officials about plans for repair.

## **Port Graham**

### **Tammy Helms, LGS/RUBA, Anchorage Office**

RUBA staff and Midge Clouse, DCA, traveled to Port Graham at the request of the Village Council. RUBA staff discussed current projects and issues of Port Graham with the Administrator. RUBA staff received a tour of the new water treatment plant, public safety/fire hall, fish hatchery and looked at the water storage tank.

**Port Heiden****John Nickels, LGS/RUBA, Anchorage Office**

RUBA staff conducted an Assessment of Essential Management Capacity Indicators for the City of Port Heiden on August 10, 2005 as a condition for grant funding from VSW. The assessment revealed essential deficiencies in finances, accounting, organization and operations. Since the assessment, through telephone and email contact, RUBA staff has been told that improvements to their accounting system have been completed by an outside accounting firm, however to date RUBA has not received evidence that any of the deficiencies noted in the assessment have been corrected. The city clerk position was vacant in October, and refilled in December. After discussions with the new clerk and a concerned council member, and a request from the mayor, a visit to the community by RUBA staff has been planned for late January 2006 to conduct clerk training.

**Port Lions****Tammy Helms, LGS/RUBA, Anchorage Office**

RUBA staff has provided assistance in amending the City water and sewer ordinance to comply with RCA for the provisional certification. An on-site visit to complete an assessment was attempted but not completed due to weather in December.

**Ruby****Andy Durny, LGS/RUBA, Fairbanks Regional Office**

The City of Ruby currently meets all essential RUBA indicators. This quarter, RUBA staff provided on site city council training, along with on site Quickbooks training and financial training to the city clerk. RUBA staff has been following up on the training by providing additional Quickbooks assistance and training over the phone, and by discussing various issues with the new mayor over the phone. RUBA staff also maintains regular contact with the city clerk by phone, fax and mail, providing assistance with financial reporting, budgeting, utility management, tax reporting, city council issues, and other matters.

**Russian Mission****Marita Hansen, LGS/RUBA, Bethel Regional Office**

As in the last quarter, RUBA has kept in contact with follow ups through phone, fax and mail (large documents) with this community. This quarter the City of Russian Mission continues to get active, updating the financial and administrative systems since it was inactive a year ago. Anita Wigley, Administrator, has provided requested documents through the fax and mail. RUBA reviews the documents and if necessary contacts her with questions and corrections. So far RUBA has received the FY05 Budget, FY04 City financial statement, tax release authorization, AML/JIA cancellation statement, Election ordinance and completed 941 forms. She is addressing the tax issue and works with Mr. Moss, IRS, to resolve the back tax deposits and employer federal tax liability forms. She has completed the year end tax reports. The City has received the PILT funds and have used these to pay for past debts with AML/JIA and have bought more fuel for City.

**Saint Michael****Josie Bahnke, LGS/RUBA, Nome Regional Office**

Nome RUBA staff traveled to Saint Michael on December 14th to work with the City Administrator and Bookkeeper on Monthly Financial Reports, RUBA essential indicators, and meet with the Council regarding RUBA program. Chris Kiana, ANTHC Utility Business Support Specialist, accompanied RUBA staff on the visit. A RUBA assessment was conducted in March 2005 at which time the City was deficient in areas of Finance, Accounting, Organizational Management, and IRS issues. Since March, the City hired an experienced bookkeeper, joined the ANTHC Billing Program, and received RUBA and Quickbooks Pro Training. At the request of the City Council, Nome RUBA staff will conduct a re-assessment in 2006. ANTHC construction project is nearing completion and several million dollars in funding reimbursements are being held by VSW pending St. Michael's meeting of RUBA indicators.

**Saxman****Katharine Heumann, LGS/RUBA, Juneau Regional Office**

RUBA staff traveled to Saxman to provide a workshop for the Council. Staff prepared a presentation addressing Council Roles and Responsibilities, specifically how the council actions influence the ability of the City to acquire funds, manage utilities etc. Although City Saxman staff prepared an excellent meeting space, made coffee and helped RUBA staff prepare materials, only one person showed up. In effect, the meeting was cancelled. RUBA staff were given a tour of the community building, however, and advised of the progress and vision for the building.

**Scammon Bay****Paul Chimiugak, LGS/RUBA, Bethel Regional Office**

The Water/Sewer Pipe renovation is about complete and should be complete before winter sets in. 11 new homes have been connected to the pipe system. The city has to demonstrate that they will enforce billing and collection for the utility in order to keep up finding for future funding of projects.

**Sleetmute****Ken Berlin, LGS/RUBA, Bethel Regional Office**

RUBA staff worked with Sleetmute Traditional Council staff since October 2005 to correct the RUBA assessment deficiencies. So far we got all the essential indicators completed except for the budget. We are still working on a more detailed revenue and expense budget, but it is not complete yet. Once we get a more realistic budget in place Sleetmute will be in compliance with all of the essential indicators. RUBA staff spoke with Pete Melick, Pres. and Diwakar, Project Manager, concerning the Utility budget. The water and sewer project is still ongoing without an operations and maintenance budget for the utility department. I faxed Diwakar a budget format and instructions. I also contacted Doug Poage, VSW Engineer for Sleetmute, and received more updated information concerning this project. We are hopeful the budget will be completed before the end of this month. Once this budget is completed and submitted to RUBA, it will satisfy all of the essential management indicators. RUBA spoke with Pete Melick, Pres. and Diwakar, Project Manager about the 2005 and 2006 budget sent by Diwakar. The 2005 budget was acceptable but the 2006 budget was missing all of the revenues. Diwakar said he will work on it and send it to me when completed.

### **Stebbins**

#### **Josie Bahnke, LGS/RUBA, Nome Regional Office**

Nome RUBA staff provided limited local government assistance this quarter via phone and fax. The City of Stebbins continues to meet RUBA essential indicators and most sustainable indicators. Their participation will be encouraged with the RUBA sponsored Utility Organizational Management Workshop in Nome on February 20-24, 2006.

### **Stevens Village**

#### **Andy Durny, LGS/RUBA, Fairbanks Regional Office**

This quarter RUBA staff contacted the tribal administrator to request documents needed to update the RUBA assessment. RUBA staff also responded to calls from the VSW project engineer and contacted IRS regarding penalties which had been assessed against the community. The community hired an independent accountant to assist them with satisfactorily resolving an old tax issue.

### **Voznesenka**

#### **Jimmy Smith, LGS/RUBA, Anchorage Office**

Voznesenka Village Community Council (VCC) and Edward Maurice, Superintendent for VCC water sewer project have been working with the VSW engineer to meet their VSW grant conditions. The council has been providing financial reports to the VSW engineer to meet the RUBA conditions. RUBA staff has been working closely with the VSW engineer for the community of Voznesenka.

### **Wales**

#### **Leory Seppilu, LGS/RUBA, Nome Regional Office**

With the assistance of Nome RUBA, the city was able to complete all the required paperwork and submit them to DCCED to participate in the PILT and SMEAP Programs. The city has received the much needed funds and is eligible to receive the FY06 PILT money in October, 2005. The city has purchased about 13,000 gallons of fuel oil from Wales Native Store at retail price. The city has also made a deal with the Bering Strait School District to purchase the remaining 4,000 gallons needed for the rest of the winter and spring until next summer when the fuel barge arrives. RUBA has been instrumental in identifying a fuel source for the city when the fuel barges could no longer make it to the region due to fall storm coming in.