

Kake Activity Report

Community Overview

Lead RUBA Staff: Gina Shirey-Potts, Juneau Office

2001 Population: 710

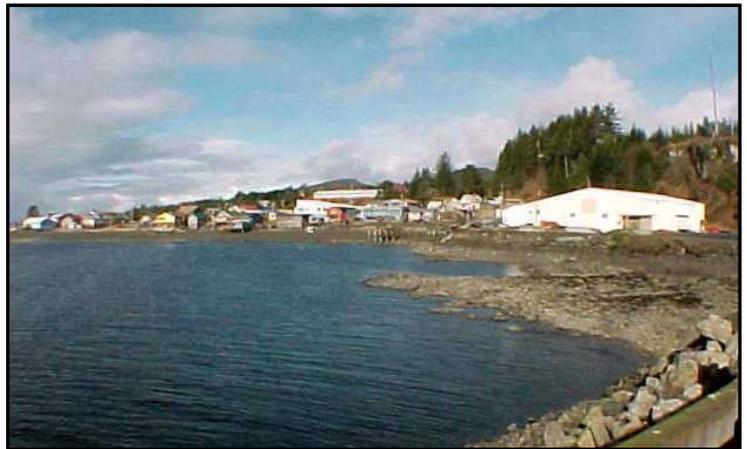
Region: Southeast

Local Governments: First Class City



The City of Kake operates a piped water system. The City Council is the policy making body for the utility.

Water is pumped from a dam at Gunnuck Creek, is treated, stored in a tank, and piped throughout Kake. In July 2000, the dam failed and a make-shift system of pumps supply City water. The City also operates a piped sewer system and a primary treatment plant. Almost all households are fully plumbed. A new dam at Alpine Lake is under development.



RUBA Activity This Reporting Period

RUBA staff worked with the State Revenue Sharing (SRS) Program on Kake's FY03 budget. The budget submitted to the SRS program was incomplete. It lacked an ordinance adopting the budget and a listing of all general fund revenues. The SRS program and RUBA staff worked to get a copy of the ordinance adopting the budget and a listing of all general fund revenues. While the budget met the minimum requirements for the SRS program, there were still problems with it. The FY03 budget wasn't balanced nor was it realistic.

RUBA staff sent a letter to the Mayor dated March 11, 2003, regarding the three serious problems with the budget as adopted. The letter recommended that the City revise the FY03 budget and start preparing the FY04 budget since the FY04 budget needs to be in place before July 1, 2003.

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 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: The City passed their FY03 budget on February 25, 2003, more than seven months after the start of the fiscal year. The utility revenues sources are not listed in the budget. The budget is neither balanced nor realistic. The revenues in the overall budget for utilities and cable television don't match the revenues in the budget detail. Depending on which figure is correct, the City could have a budget shortfall of over \$200,000. Budgeted expenditures could exceed budgeted revenues, depending on which revenue figure is correct, leaving the City with a budget shortfall of \$105,695. Again, depending on which revenue figure is correct, the City is anticipating up to \$85,276 more in revenues than what it received in FY01, based on its FY01 audit. The City is also anticipating a decrease in expenditures by \$44,825 from what was spent in FY01. Generally, there is an increase in operating costs. Monthly financial reports are not submitted to the City Council. The last monthly financial report was estimated to have been November 2002. The utility is not receiving revenues sufficient to cover its operating expenses.

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.

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 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 System Comments: The only collection policy the City has is in their ordinance. The ordinance contains authorization for late fees and termination of service. The City is working on collecting its past due. It recently sent out Assignment of Rights form for the 2004 Permanent Fund Dividend. The City reports it has had some success with people filling out the form and returning it to City Hall. The City uses QuickBooks for its accounting system. QuickBooks contains the accounts

receivables, accounts payable, and payroll systems. The City has a paper receipt book to track incoming money. The paper receipt book is not reconciled with the amount of cash they have on hand. The Bookkeeper requested assistance with entering petty cash into the QuickBooks system. The City uses QuickBooks' checkbook for its cash disbursement system. QuickBooks has the City's chart of accounts. They are behind in monthly bank reconciliation. The last one done was August 2002. The City's purchasing system requires approval from the City Administrator before purchases are made. It is unclear if the request needs to be in writing. Until the budget was adopted in February 2003, there was no budget to compare requested purchases to.

Tax Problems

Essential Indicators

Yes	No	NA	
<input type="checkbox"/>	<input checked="" 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 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: The Bookkeeper reports that they are behind on payroll taxes for two payrolls, the payrolls ending February 28th and March 15th. They have not received a letter from the IRS on this yet. The Bookkeeper reports that they are current on all Department of Labor and Workforce Development payroll taxes.

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 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 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 Administrator reports that the City has workers' compensation insurance. RUBA staff is waiting confirmation of this. The City Administrator also reports that all positions have a written job description. The City has neither a written personnel policy nor follows a written personnel evaluation process. The Bookkeeper reports that she has personnel files on everyone but that they don't contain letters of acceptance. The City has a 90-day probationary period, but the probation period doesn't have orientation or job training/ oversight. The City provides training opportunities to 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 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 a adequately trained manager.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	The utility has a adequately trained bookkeeper.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	The utility has a 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 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 owns and operates the utility. The City Council is not active in making utility policy. The rates are not reviewed on an annual basis. The last time the rates were changed was at the beginning of FY92. The FY03 budget was adopted more than seven months after the start of the fiscal year. A council member attended a utility management class in December 2001, but the Utility Manager has not attended any utility management classes. The Bookkeeper doesn't have any formal bookkeeping training, other than a few college classes, but she seems to be very quick to pick up new skills. The main operator is OIT certified in water treatment and water distribution and Level I certified in wastewater collection. The City doesn't have a certified back-up operator.

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>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 main operator is certified. The back-up operator recently took the Introduction to Small Water Systems and didn't pass the test. The City should have a preventative maintenance plan in its Operations and Maintenance Manual. It is unknown if the utility follows the plan. The operator doesn't provide a monthly O&M report; however, the City Administrator does visit the water plant on a regular basis. The utility doesn't hold safety meetings. The Community Confidence Report (CCR) for 2001 was posted in three public places.

RUBA Activities for the Coming Quarter

RUBA staff offered to assist with the development of their FY04 budget.