

KONGIGANAK TRADITIONAL COUNCIL BULK FUEL FACILITY



MONITORING PLAN AND RECOMMENDATIONS

Prepared for:
THE ALASKA ENERGY AUTHORITY (AEA)

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Prepared by:

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TABLE OF CONTENTS

OVERVIEW AND PURPOSE	1
BULK FUEL FACILITY MANAGEMENT/OPERATIONAL SKILLS	3
Financial Management.....	3
Personnel Management	5
Operations Management.....	6
BUSINESS OPERATING PLAN COMPLIANCE.....	7
Financial Management.....	7
Personnel Management	10
Operations Management.....	11
RECOMMENDATIONS	13
TRIP PHOTOS	14

OVERVIEW OF PURPOSE

This Monitoring Plan and Recommendations was completed under contract to the Alaska Energy Authority as a follow-up to a Bulk Fuel Upgrade project in Kongiganak, Alaska that constructed a new Bulk Fuel Storage Facility with a marine header and filler station, seven primary storage tanks, three intermediate storage tanks, one dispensing tank, and one dual product retail dispenser as well as associated pipelines and control systems. A component of the upgrade project was the development of a Business Operating Plan, which provided a guideline for the Kongiganak Traditional Council maintenance and operation and sustainability of the Bulk Fuel Facility Upgrade (the “Facility”). The Kongiganak Traditional Council, (the “Primary Operator”) is responsible to operate and sustain the newly installed Facility according to the criteria and guidelines outlined in the Business Operating Plan.

The Alaska Energy Authority (AEA) contracted with Aurora Consulting, of Anchorage Alaska, to conduct a site visit to the Kongiganak Traditional Council (“Council”) Facility and to develop a “*Monitoring Plan and Recommendations*”. The scope of the assignment included working with the Council to obtain information on existing management and operational systems, comparing those systems to the Business Operating Plan requirements and other “best practices”, making recommendations for changes and/or training, developing on-going monitoring tools, and/or working to cure any deficiencies or defaults experienced by the Council.

Aurora Consulting staff member, Christi Bell, traveled to Kongiganak on August 4th and 5th 2004 to meet with the Council and other Facility participants, including:

Contacts	Title
Bertha Black	Tribal Administrator
Tommy Phillip	Traditional Council, President
Harvey Paul	Bulk Fuel Facility Manager
Freda Beaver	Tribal Bookkeeper
Roland Andrew	Puvurna Power Company, Board Chair
Cassius Brown	Qemirtalek Coast Corporation, President

The following Monitoring Plan and Recommendations is organized into three sections:

- Management and Operational Skills
- Business Operating Plan Compliance
- Recommendations

Management and operational skills identify those skills and practices that are crucial to the short-term viability of a bulk fuel facility, while the Business Operating Plan compliance areas identify those activities that are required by the Denali Commission approved Plan.

Management skills include administration, fiscal systems, and collections. Operational skills include the ability to perform maintenance, repair and operation of the bulk fuel facility. Both skill sets require knowledgeable and trained managers, bookkeepers and plant

operators to manage and operate the Facility on a daily basis. In contrast, the business operating compliance section details the key activities and actions are required to be completed by the Facility in order to be in compliance with the terms and conditions of their Business Operating Plan.

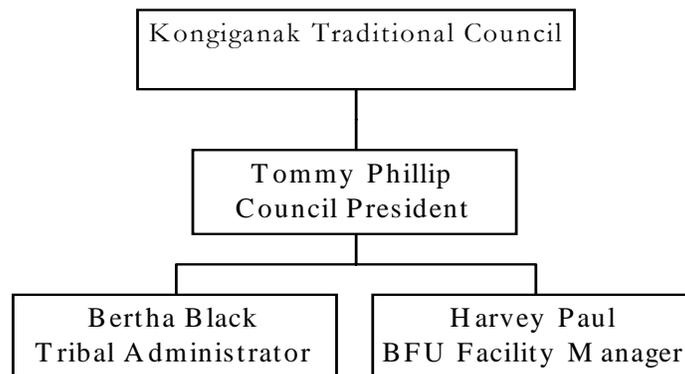
Additionally, this report includes major recommendations for continued actions and training, which are detailed in the conclusion section of this report. These recommendations are limited to those actions necessary to meet the deficient management and operational skills or Business Operating Plan compliance areas.

Organizational Chart

Since the Plan dated August 13, 2001 was finalized, the Kongiganak Traditional Council has experienced minimal turnover. For the most part the staff has stayed the same in all areas except bookkeeping, where one employee was promoted and two employees have taken a leave of absence. Bertha Black, formally the bookkeeper, has been promoted to Tribal Administrator, where the formerly bookkeepers, Raelene Beaver and Charlene Tinker, are out on leave of absences. Bookkeeping functions are currently completed by Freda Beaver, a newer employee, with oversight and direction provided from Bertha Black.

Below is an organizational chart for the Kongiganak Bulk Fuel Facility. Since its completion no formal personnel other than the tribal administrator and the facility manager have been assigned to the bulk fuel facility. The tribal administrator serves as the point of contact between the three Facility participants and other involved parties. The Facility Manager, Harvey Paul, was designated as manager of the bulk fuel facility in May 2004. The facility manager is responsible for the day-to-day oversight of the Facility. While no additional staff have been formally designated to the Facility the Council relies on the Puvurna Power Company staff to assist with operational and maintenance needs. Each participant has taken responsibility for their own tanks and components and the Council has taken responsibility for its own Facility component and the oversight of the common components of the Facility.

KONGIGANAK TRADITIONAL COUNCIL BULK FUEL FACILITY PROJECT STAFFING



BULK FUEL FACILITY MANAGEMENT/OPERATIONAL SKILLS

Financial Management

(1=Lowest Skill Level 5= Highest Skill Level)

1	2	3	4	5	<i>Financial Management Skill Areas</i>
<i>Annual Budget</i>					
x					Develop and utilize budgeting process
			x		Staff understanding of budget
<i>Bookkeeping</i>					
x					Develop and track Facility costs using a Chart of Accounts
		x			Understands and tracks operation & management (O&M) costs
		x			Understands and tracks renewal & replacement (R&R) costs
<i>Collection Policy</i>					
na					Policy in place
na					Policy implemented
na					Collections at appropriate level
<i>Business Operating Plan</i>					
		x			Policy board has general understanding of Plan and requirements
		x			Management has general understanding of Plan and requirements
x					Staff has general understanding of Plan and requirements
		x			Management understands financial assumptions and tables
x					Staff understands financial assumptions and tables
		x			Management capable of annual Plan update
x					Staff capable of annual Plan update

Comments:

Annual Budget

No annual budget is currently being developed specifically for the bulk fuel facility. Based on a review of the Council's overall operating budget, we believe that the Council possesses the skills to complete a budget.

We reviewed the Business Operating Plan annual budget requirement and explained that the Council was required to submit an annual budget to the Denali Commission by the end of their fiscal year, December 31, 2004.

Bookkeeping

Currently, the Council does not track Facility costs separately and, as such, has not developed a bulk fuel facility Chart of Accounts. The Council (and other Facility participants) did not understand that separate tracking of Facility costs was necessary. Currently, each Facility participant is paying for their own portion of Facility expenditures from their own individual operating budgets. Each participant explained that they were familiar with preparing a budget, tracking expenditures and developing a Chart of Accounts for their individual businesses. Each participant expressed that they were willing and planned to track Facility expenses separately in the future.

Collections Policy

No billing and collection systems and/or policies are in place for the bulk fuel facility nor do they appear to be necessary. Each Facility participant purchases their own fuel separately and is independently responsible for any subsequent sales that may be made. The Council purchases fuel for their own use and does not conduct any retail sales. The Puvurna Power Company purchases their fuel in conjunction with the Council and pays for their portion of the fuel at the time of delivery. The Corporation purchases their fuel independently and is the only entity that retails fuel. All billings and collections made by the Corporation are made outside of their agreements regarding the Facility.

Business Operating Plan

The policy board and management of the Kongiganak bulk fuel facility all had a general understanding of the Plan and its requirements by the end of the site visit. Initially, some confusion and lack of understanding existed, but adequate time was spent reviewing the Plan and its requirements, both as a group and individually with managers, that we believe a general understanding now exists.

Daily management and operational responsibilities appeared to be adequately handled, but no formal policies and procedures were in place specifically relating to the bulk fuel facility. Other Council and Corporation policies and procedures were in place and it seemed that there was a general understanding by the managing board and management that these policies also applied to the bulk fuel facility. When Council accounting staff was asked to produce copies of their audits and financial statements they were easily able to produce documents and make copies – including a financial statement for the month of July 2004, which had closed out just four days previously. However, the provided audit and financial statements were inclusive of all Council operations and were not prepared specifically for the bulk fuel facility operations.

The Council was not aware that they were required to provide annual reports to the Denali Commission. We reviewed the Denali Commission reporting requirements with Ms. Black, and the other participants, who expressed interested in assistance with preparing updated financials and an operational report for the Denali Commission.

Personnel Management

(1=Lowest Skill Level 5= Highest Skill Level)

1	2	3	4	5	<i>Personnel Management Skill Areas</i>
<i>Job Descriptions</i>					
x					Job descriptions current for all positions
x					Staff aware of/understand job descriptions
<i>Staffing</i>					
		x			Staffing adequate to operate & maintain the Facility
<i>Training</i>					
		x			Staff has adequate training for job requirements
		x			Ongoing training in place

Comments:

Job Descriptions

The facility manager, currently the only staff dedicated to the bulk fuel facility, does not have a job description since this position was recently established in May 2004. The new Facility Manager, Harvey Paul, is currently the manager of the Puvurna Power Company and has experience and knowledge regarding the oversight of a public utility and appears to have a basic understanding of his roles and responsibilities as the bulk fuel manager.

Staffing

Since its completion, no personnel other than the tribal administrator and the facility manager have been assigned to the bulk fuel facility. This level of staffing is sufficient if better mechanisms are established to ensure that on-going oversight occurs and that operational and maintenance needs are met on a more proactive rather than reactive basis. Currently, the Facility appears to be adequately managed, however no regularly scheduled maintenance protocols are in place and, instead, maintenance occurs when a need arises.

The Tribal Administrator, Bertha Black, serves as the point of contact between the three Facility participants and all other involved parties. The tribal administrator oversees all accounting performed by the bookkeeper, Freda Beaver. The Facility Manager, Harvey Paul, is responsible for the day to day oversight of the Facility. While no additional staff has been formally designated to the Facility, the Council relies on the Puvurna Power Company staff to assist with operational and maintenance needs. Each participant has taken responsibility for their own tanks and components and the Council has taken responsibility for its own Facility components and the oversight of the common components of the Facility.

Training

The Council and Corporation employees involved with Facility operations have attended trainings in the past year with AVTEC, including the Bulk Fuel Operator and HAZWoper courses. AEA provided onsite follow-up training this past spring, which was attended by all Kongiganak personnel involved with the bulk fuel facility. In addition, the facility manager attended the Bulk Fuel Manager's Training conducted by the Alaska Department of Community and Economic Development, RUBA program in May 2004. The Council expressed great interest in obtaining additional training for both Facility operations (HAZWoper, spill response) and accounting/bookkeeping. The Council was interested in learning whether funding to obtain these types of training would be made available.

Operations Management

(1=Lowest Skill Level 5= Highest Skill Level)

1	2	3	4	5	<i>Operations Management Skill Areas</i>
<i>General Operations</i>					
		x			Management/staff have general understanding of operation needs
x					System to schedule tasks for routine maintenance
x					System to schedule tasks for non-routine maintenance
<i>Inventory Control</i>					
x					Inventory control system in place
	x				Can lookup and order parts from utility reference manual
x					Knows what parts to keep in inventory for routine maintenance
<i>Emergency/ Spill Response</i>					
		x			Staff can explain/locate oil spill response plan
x					Written safety policy

Comments:

General Operations

Management staff expressed that they had a general understanding of operations needs and understood what routine maintenance functions needed to occur. There are no established systems to schedule either routine or non-routine maintenance functions. Since each participant is handling their own routine and non-routine maintenance, formal systems should be established to ensure all functions are occurring. The participants are all trying hard and seem to be genuinely interested in maintaining the Facility; however the lack of proactive systems may result in basic functions being overlooked.

Inventory Control

Currently, no supplies or parts inventory are kept specifically for the Facility. This is largely due to the fact that the Facility has no formal storage room or shed for spare parts and equipment either on or off site. A storage trailer is available within the community to be used for this purpose and this option is being reviewed. Some parts and equipment for the Facility are available within the community inside the individual participants' supply sheds. The majority of parts and materials for performing even routine operations and maintenance have to be ordered and brought to the community prior to maintenance functions being performed.

A reference manual was referred to and is maintained in the facility manager's office, and each of the Facility participants has access to this manual. The facility manager has the ability to lookup and order parts from the manual.

Emergency/ Spill Response

While the Council and Corporation staffs were all able to locate and share their copy of the emergency/spill response plans prepared by AEA, none of the participants seem to have a good working knowledge of their roles and responsibilities under the plan nor do they seem to have a coherent response plan in mind for emergencies.

BUSINESS OPERATING PLAN COMPLIANCE

Financial Management

Yes	No	NA	<i>Financial Management Compliance Areas</i>
<i>O&M Account</i>			
	x		Accounting established
	x		Regular deposits into account
	x		Systems in place for \$5,000 authorizations
<i>R&R Account</i>			
x			Accounting established
x			Regular deposits into account
	x		Interest-bearing savings account
	x		Resolutions required
	x		2 signatures required
	x		Escrow account established
	x		Resolutions required
	x		2 signatures required
<i>Budgets</i>			
	x		O&M budget
	x		Prior to fiscal year
	x		R&R budget
	x		Prior to fiscal year
<i>Business Plan Updates</i>			
	x		Review assumptions
	x		Update tables
<i>Audits</i>			
x			Annual audit conducted by qualified, independent auditor
		x	Copy to Denali Commission
<i>Annual Report</i>			
		x	Submitted to Denali Commission timely
		x	Summary of O&M and R&R projects
		x	Expenditures and account balances
		x	Upcoming O&M and R&R budgets
		x	Updated business plan financial tables
		x	Other Information
<i>Insurance</i>			
	x		General liability insurance in place
x			Other insurance in place

Comments:

O&M Account

The Council has never established a separate O&M account and does not separately track O&M Facility expenditures. The Facility participants did not understand that a separate account for O&M is necessary. Currently, each Facility participant is paying for their own portion of O&M expenses from their individual operating budgets, and it is the opinion of all Facility participants that all O&M needs are being met. When the issue of establishing a separate O&M account was discussed, by all Facility participants as a group, it was argued that each entity was addressing O&M issues and that establishing a separate O&M budget and designating staff to the Facility to address O&M matters would only serve to further increase the cost of fuel. We explained to all participants that they are incurring some costs and that a means of tracking those expenditures should be established, since they are a legitimate cost of business that should be allocated to the bulk fuel facility and not just absorbed through another program.

R&R Account

A Facility joint R&R account has never been established. The Council and Puvurna Power Company (Utility) maintain a joint separate R&R savings account at First National Bank of Alaska. A copy of a bank statement was available for review. The Utility had deposited approximately \$2,000 and the Council had deposited approximately \$4,000 already into the joint R&R account. The Utility chair explained that the Utility deposited \$125,000 into a managed investment account and that the earnings from that were being designated for their contribution into the separate R&R bulk fuel account. The Corporation president indicated that the Corporation's portion of R&R was being saved separately. A separate bank account statement was not available as all R&R contributions are held jointly with other Corporation funds in a single Corporation account. We reviewed the R&R fund and the Business Operating Plan requirements with each participant so that they understood their R&R contribution obligations. Likewise, the need for financial policies and procedures that specifically address fund withdraw protocols was discussed.

Budgets

No budgets, either for O&M or R&R, are being prepared specifically for the Facility. Each entity prepares their own operations budget and incorporates their anticipated Facility expenditures in with their other business operational expenses. The need and reasons behind the requirement for establishing a budget was discussed with all participants.

Business Plan Updates

The Council was not aware that they were to be updating their Plan annually. We reviewed the requirement to annually update the Plan with all participants as well as the financial assumptions and tables.

Audit

The most current audit was completed by Mikunda, Cottrell & Co. in 2002. A copy of the 2002 audit was provided. The draft of the 2003 audit had just been completed by Mikunda, Cottrell & Co., but was still not approved and ready for distribution. The requirement to provide an audit to the Denali Commission was reviewed with all participants.

Annual Report

The Council was not aware that they were to be providing annual reports to the Denali Commission. We explained the Denali Commission reporting requirements to the Council, as well as the other participants; all expressed interested in receiving assistance with the content and format of their report to the Denali Commission.

Insurance

A request was made of the Council to provide a copy of their insurance policy for the bulk fuel facility. It was learned that the Council does not carry any insurance policy specific to the bulk fuel facility. The Council carries insurance for other purposes through Alaska National. The Alaska National insurance policy was not available for review. The Plan general liability insurance requirement was reviewed and explained. It was also explained both to Ms. Black and the other Facility participants that the cost for insurance should be budgeted for as well as included as part of the O&M surcharge calculation.

Personnel Management

Yes	No	NA	<i>Personnel Management Compliance Areas</i>
<i>Facility Manager</i>			
x			Manager designated
	x		Changes reported to Denali Commission
<i>Staffing Adequate</i>			
x			Staffing adequate
<i>Training Plan</i>			
	x		Training plan in place

Comments:

Facility Manager

Harvey Paul is the designated manager of the Facility. This designation had only recently been made and has not yet been reported to the Denali Commission. We reviewed the reporting requirement with the Council.

Staffing Adequate

Since its completion, no personnel other than the tribal administrator and the facility manager have been assigned to the bulk fuel facility. This level of staffing is sufficient if better mechanisms are established to ensure that on-going oversight occurs and that operational and maintenance needs are met on a more proactive rather than reactive basis. Currently, the Facility appears to be adequately managed, however no regularly scheduled maintenance protocols are in place and, instead, maintenance occurs when a need arises.

Training Plan

No training plan has been developed and, instead, Facility participants take advantage of training opportunities as they arise. Obtaining funding for trainings appeared to be a significant obstacle in hindering the development of a plan.

Operations Management

Yes	No	NA	<i>Operations Management Compliance Areas</i>
<i>Facility Components in Good Working Order</i>			
x			Facility components in good working order
<i>SPCC</i>			
x			SPCC on-hand
x			SPCC current
<i>Facility Response Plan</i>			
x			Plan on-hand
x			Plan current
<i>Coast Guard Operations Manual</i>			
x			Manual on-hand
x			Manual current

Comments:

Facility Components in Good Working Order

The on-site inspection of the Facility included all components of the Facility, which is located on the edge of the village. It appeared that the bulk fuel storage portion of the Facility receives little traffic from the community.

The Council portion of the Facility appeared clean and well maintained. A broom was located near to the entrance as evidence of recent work performed. Some paint peeling along the interior wall and flooring was noted. While the Council portion of the Facility was gated, it has no lock to secure the gate. The Council expressed concern about the inability to lock the gate and they anticipated that this will be rectified.

The Corporation portion of the bulk fuel facility was secure and free of debris, but did not appear as well maintained - primarily due to standing water on the decking area.

The School District Facility was not secure and was able to be entered both through the Council Facility as well as through an exterior open gate. The area was for the most part free of debris, although this portion of the Facility also had standing water of two to six inches.

The drainage system of the entire Facility was reviewed. It was explained by a participant that the decking is supposed to drain to a central location for each area of the Facility and that these drains have been capped underneath so that water can not run off the deck. It was also explained that these drains are missing deck grates on the surface which allows for debris to enter the drain and then clog it. When queried as to whether the Facility had sump pumps it was assumed that they did not exist or at least were not known about. It was evident that the Facility drainage system and sump pump situation was not well understood.

The Facility has no formal storage room or shed for spare parts and equipment either on or off site. When queried as to where spare parts are kept it was explained that each participant has their own storage area that they keep necessary materials. Through further questioning,

it was learned that some parts and equipment for the Facility were available locally, but the majority of parts and materials for performing even routine operations and maintenance would need to be ordered and brought to the community prior to maintenance being performed. The need for the Facility to explore setting up a storage area specifically for the Facility was discussed.

SPCC/Facility Response Plan/Coast Guard Operations Manual

Two copies of the Facility's regulatory plans prepared by AEA, (and delivered upon project completion), are kept at the Council office located in the top floor of the community washeteria. This plan was out on top of a file cabinet and easily found. The Corporation maintains a copy in its office as well.

RECOMMENDATIONS

All participants demonstrated a genuine interest in fully understanding and implementing the Business Operating Plan. Most of the participants made themselves available for an afternoon of the site visit to answer questions and review the Plan page by page. Throughout the Plan review each participant asked appropriate questions and strove to understand their particular requirements. Additionally, each participant expressed interest in fully understanding the financials, the assumptions upon which they were based and how to update the financials. An electronic version of the Plan was provided for the tribal administrator. The following outlines the systems and procedures that should be addressed by the Council. Areas that technical assistance and or training may be warranted are also listed. The operational areas requiring follow-up are the areas that AEA may be able to provide the most direct assistance.

	ASAP	Within year	Long Term
Systems and Procedures			
Develop and utilize a budgeting process		x	
Develop and track Facility costs using a Chart of Accounts		x	
Develop a written job description for all positions		x	
Establish an oil spill response plan		x	
Establish written safety policy		x	
Develop systems for tracking O&M and R&R costs		x	
Develop budgets for O&M and R&R expenditures		x	
Obtain general liability insurance		x	
Develop procedures for completing & submitting annual reports	x		
Develop a staff training plan		x	
Technical Assistance			
Developing an annual budget specific to the Facility	x		
Identifying and accounting for O&M and R&R for the Facility	x		
Updating the Business Operating Plan	x		
Updating the financial tables	x		
Preparing a Denali Commission report	x		
Assistance with identifying operational needs and developing systems		x	
Training			
Bookkeeping		x	
Operations			
Develop system to schedule tasks for routine maintenance		x	
Develop system to schedule tasks for non-routine maintenance		x	
Establish an inventory control system		x	
Improve understanding of what inventory to keep		x	

TRIP PHOTOS



Access Stairs to Primary.JPG



Bank erosion near header site.JPG



Boardwalk behind school on top of pipeline.JPG



Boardwalk Crossing sitting on pipeline.JPG



Boardwalk laying on piping.JPG



Boardwalk leading from Primary to Dispensing.JPG



Boardwalk to dispensing 2.JPG



Boardwalk to Primary and Steep Crossing.JPG



Capped Sump Pump Site.JPG



Control Panel without Cover at Primary Site.JPG



Corp Inside Primary.JPG



Council Inside Primary 2.JPG



Council Inside Primary.JPG



Cover of pipeline point.JPG



Crossing point along pipeline.JPG



Crossing point at pipeline 3.JPG



Crossing Point behind Washeteria 2.JPG



Crossing Point behind Washeteria.JPG



Dispensing Tank 2.JPG



Dispensing Tank in Use.JPG



Dispensing Tank Platform 2.JPG



Dispensing Tank Platform.JPG



Dispensing Tank.JPG



Dispensing with Primary in Background.JPG



Drainage Hose from Primary Facility Corporation Side.JPG



Eagle Nest at School.JPG



Erosion 12 feet from header.JPG



EU and Council Intermediate Tank 2.JPG



EU and Council Intermediate Tanks 3.JPG



EU and Council Intermediate Tanks.JPG



Fencing below school.JPG



Header at head of pipeline.JPG



Open Gate at School Side Primary Facility.JPG



Open Gate at School Site.JPG



Paint Chips at Primary 2.JPG



Paint Chips at Primary.JPG



Paint Peeling Interior Wall of Primary.JPG



Paint Peels Interior Wall at Primary 3.JPG



Paint Peels Interior Wall Primary 2.JPG



Paint Peel at Primary 4.JPG



Paint Peel at Primary 5.JPG



Pipeline and support 2.JPG



Pipeline and support with two braces.JPG



Pipeline and support.JPG



Pipeline and supports leading back to village.JPG



Pipeline Crossing near Primary Storage 2.JPG



Pipeline Crossing Point near to washeteria.JPG



Pipeline Crossing Point laying on piping 2.JPG



Pipeline crossing point laying on piping closeup.JPG



Pipeline crossing point laying on piping.JPG



Pipeline Header Labeling.JPG



Pipeline Header.JPG



Pipeline leading back to village from header 2.JPG



Pipeline leading back to village from header.JPG



Pipeline leading to header.JPG



Pipeline leading to Primary.JPG



Pipeline running along boardwalk leading back to...



Pipeline Steep Crossing near Primary Storage.JPG



Pipeline support angling out.JPG



Pipeline support holding slanting from erosion.JPG



Pipeline support with large hole 2.JPG



Pipeline support with large hole.JPG



Pipeline support.JPG



Pipeline supports falling over.JPG



Pipeline supports slanting.JPG



Pipeline with dual supports holding well 2.JPG



Pipeline with dual supports holding well.JPG



Primary Boardwalk with steep Snowmobile Crossin...



Primary Boardwalk with Steep Snowmobile Crossi...



Primary Facility Access to underside.JPG



Primary Facility Boardwalk Crossing Steep.JPG



Primary Facility from Outside area of village.JPG



Primary Facility with Boardwalk 2.JPG



Primary Facility with Boardwalk.JPG



Primary Gate Height Perspective.JPG



Primary Gate Perspective 2.JPG



Primary Storage 2.JPG



Primary Storage 3.JPG



Primary Storage from back of school.JPG



Primary Storage from behind school.JPG



Primary Storage.JPG



Scar marks from snowmobile crossing of pipeline directl...



Scar marks from snowmobiles crossing pip...



School Building.JPG



School Control Panel.JPG



School Int. with Pipeline leading up.JPG



School Intermediate from Behind Building.JPG



School Intermediate.JPG



School Primary Site Standing Water.JPG



School Site and Old Day Tank.JPG



School Standing Water at Primary.JPG



Schools New Intermediate Tank.JPG



Schools old Day Use Tank.JPG



Spill Response Kit below Primary Facility.JPG



Standing water at snowmobile crossing point...



Steep Slope of Crossing Point behind Washeteria.J...



Step Angle of snowmobile crossing.JPG



Valve Labeling at Primary 2.JPG



Valve Labeling at Primary.JPG



Valve with No Labeling.JPG



Valves at Primary.JPG



Water at Sump Pump Site.JPG



Water pipeline.JPG



Width of snowmobile crossing point at Primary...



Width of snowmobile crossing point at primary n...