

Tribal Sustainable Evaluation Tool Overall Score and Summary

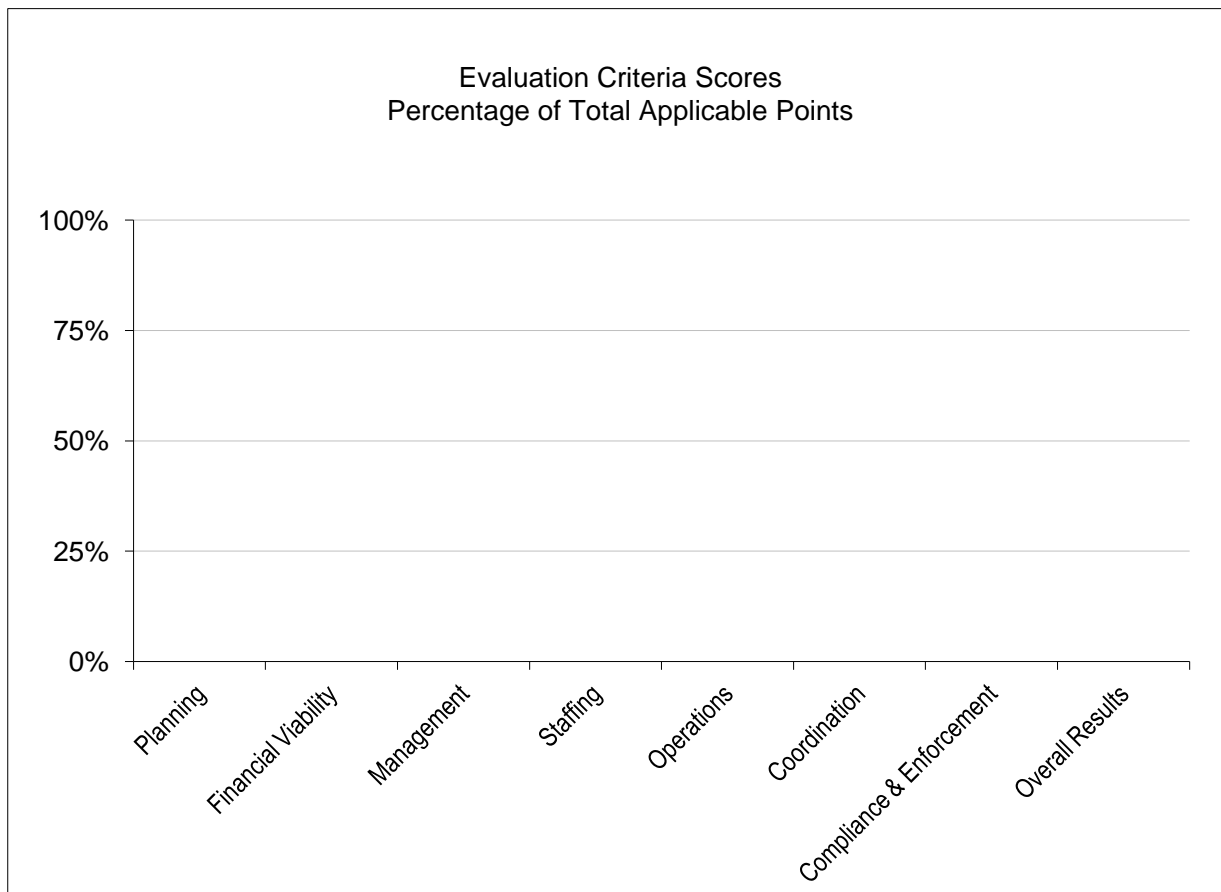
The following is an overall summary of the results found in each of the seven key indicators, including the actual points, the total applicable points, the total number of questions, the total number of not applicable responses, and the total applicable percentage. Following the summary table is an interpretive review of each of the criterion. Based on the percentage of total applicable for a criterion or specific responses to criterion questions a recommendation is made. A stop light color scheme has been added to highlight areas of success and improvement.

Break Points for Stoplight Color Scheme

0-25%	Criterion Not Met
26-75%	Needs Improvement
76-100%	Sustainable

Overall Score and Summary					
	Actual Points	Total Applicable Points*	Total Questions	NA Responses	% of Total Applicable
Planning	0	28	14	0	0.0%
Financial Viability	0	44	22	0	0.0%
Management	0	18	9	0	0.0%
Staffing	0	30	15	0	0.0%
Operations	0	34	17	0	0.0%
Coordination	0	20	10	0	0.0%
Compliance &	0	30	15	0	0.0%
Overall Results	0	204	102	0	0.0%

* Total Applicable Points do not include "Not Applicable" responses



**Tribal Sustainable Evaluation Tool
Overall Score and Summary**

Tribal Sustainable Evaluation Tool Overall Score and Summary

Planning		% of Total Applicable
Total Planning Score (28 Possible Points)	0	0.0%
Number of "NA" Responses for Planning	0	
<i>Evaluation Criteria:</i> Integrated waste management plan is in place (with good information on demand for services and expected changes over time).		0.0%
<i>Recommendation:</i> Establish an Integrated Waste Management Plan. Templates and guidance can be found at Institute for Tribal Environmental Professionals, http://www4.nau.edu/itep/waste/training_twrap.asp . The September 2009 Tribal Waste Journal also answers the question, What is an Integrated Solid Waste Management Plan, http://www.epa.gov/epawaste/wycd/tribal/pdftxt/twj-7.pdf .		
<i>Evaluation Criteria:</i> A capital improvements plan is in place		0.0%
<i>Recommendation:</i> Develop or improve the tribal capital improvements plan so that it is consistent with planned development in the service area and new infrastructure is in place to respond to increased demand.		
<i>Evaluation Criteria:</i> Operation and maintenance plans are in place		0.0%
<i>Recommendation:</i> Develop an operations and maintenance plan which includes a health and safety plan.		
<i>Evaluation Criteria:</i> IWMPs are integrated with other tribal plans (such as natural resources, housing, hotel/casino expansions, etc.). Plans take into account the impact of future development on the waste management program or utility.		0.0%
<i>Recommendation:</i> Coordinate with other tribal program plans. The integrated waste management plan (IWMP) should be integrated with other tribal plans, such as general development, housing, natural resources, hotel/casino expansions, etc. The IWMP should also consider potential impacts from future development.		
<i>Evaluation Criteria:</i> There is evidence that plans are being used for decision-making.		0.0%
<i>Recommendation:</i> Demonstrate the IWMP is being used for decision-making by seeking endorsement by the tribal governing body for adoption.		
<i>Evaluation Criteria:</i> Plans are revisited and updated on a regular basis.		0.0%
<i>Recommendation:</i> Consider establishing performance measures to effectively track plan implementation and then share results with tribal government.		

Tribal Sustainable Evaluation Tool Overall Score and Summary

Financial Viability		
	0	% of Total Applicable 0.0%
Total Financial Viability Score (44 Possible Points)	0	0.0%
Number of "NA" Responses for Financial Viability	0	
<i>Evaluation Criteria:</i>	<ul style="list-style-type: none"> • Budget – Waste management program has annual operating budget (with contingencies and equipment costs built in). • User fees and other income sources are adequate to cover costs. • Reliable federal or other non-tribal sources are available to help fill necessary gaps in funding. 	0.0%
<i>Recommendation:</i>	Develop or review current program operating budget. Ensure the budget is comprehensive and incorporates expenditures, training, contingencies, tribal and/or federal compliance, and capitol improvements. Review the EPA Region 9 Tribal Solid Waste Costing Tool. This tool is intended to help tribal leaders make decisions about solid waste collection and disposal and to determine feasibility for implementing a tribally operated collection service, tribally operated transfer station, and/or a tribally operated landfill. The costing tool can be found at, http://www.epa.gov/region9/waste/tribal/pdf/Tribal-Solid-Waste-Program-Costing-Tool.pdf .	
<i>Evaluation Criteria:</i>	<ul style="list-style-type: none"> • Billing and collection are adequate to generate revenue needed and provide for contingencies. • Waste management program has control over its own financial management. 	0.0%
<i>Recommendation:</i>	Establish or review current billing and collection practices. Ensure the billing rates are adequate to pay for operating costs. Ensure that all users of the waste management system are paying for services, including services to low income properties. Establish collection procedures and shut off of services for delinquent accounts. The waste management program should maintain financial management of the program. Implement best management practices by managing control of billing and collections within the solid waste program and/or conducting an audit of financial statements.	
<i>Evaluation Criteria:</i>	<ul style="list-style-type: none"> • Rates are fair, affordable, and adjusted as needed. • Equitable provisions are made for people who can't afford to pay and the lost revenue is provided to the waste management program or utility from another source. 	0.0%
<i>Recommendation:</i>	Establish or review rate structure. Ensure that the rate structure is fair and affordable for most users. Establish provisions for users who can't pay. Establish a schedule of periodic rate increases to account for increasing disposal costs and capitol improvements.	

Tribal Sustainable Evaluation Tool Overall Score and Summary

Management		
		% of Total Applicable
Total Management Score (18 Possible Points)	0	0.0%
Number of "NA" Responses for Management	0	
<i>Evaluation Criteria:</i>	Management structure is effective and clearly identified, preferably, with a utility and/or program manager position.	0.0%
<i>Recommendation:</i>	Create an effective management structure for waste management by locating the waste management program in the appropriate department. To improve management structure identify an individual to respond to complaints, prepare program budgets, champion the resources necessary to support the budget and make final decisions about service and fee collection. Also consider empowering the waste management program or utility with decision-making authority regarding management and operations.	
<i>Evaluation Criteria:</i>	Waste management program manager has authority to hire and direct waste management staff as well as evaluate performance and take corrective action when needed.	0.0%
<i>Recommendation:</i>	Consider identifying or enabling a program manager to schedule work, oversee staff, and take corrective action if necessary. Also consider establishing an employee annual performance evaluation program.	
<i>Evaluation Criteria:</i>	Utility board (or other authority independent of Council) has power to make decisions.	0.0%
<i>Recommendation:</i>	Consider establishing a utilities board in which the tribal council may defer to for authority and decision-making.	

Tribal Sustainable Evaluation Tool Overall Score and Summary

Staffing		
		% of Total Applicable
Total Staffing Score (30 Possible Points)	0	0.0%
Number of "NA" Responses for Staffing	0	
<i>Evaluation Criteria:</i> A staffing plan is in place with clear position descriptions and hiring policies.		0.0%
<i>Recommendation:</i> Consider establishing or improving an effective staffing plan that includes clearly defined qualifications, an effective hiring and recruitment policy, and a functioning organizational structure.		
<i>Evaluation Criteria:</i> A staff training plan is developed and followed.		0.0%
<i>Recommendation:</i> Consider establishing or improving a staff training plan. Solid waste management courses can be found at the EPA Region 9 webpage: http://www.epa.gov/region9/waste/tribal/training/ and at the Indian Health Service Environmental Health Support Center Training: http://www.ehsc.ihs.gov/index.cfm?module=home .		
<i>Evaluation Criteria:</i> Workforce is stable		0.0%
<i>Recommendation:</i> Create a stable workforce by providing an effective process to raise issues or resolve problems. Establish a formal mechanism to evaluate worker satisfaction.		
<i>Evaluation Criteria:</i> Staffing is appropriate (both in terms of number and skill mix) to meet program needs.		0.0%
<i>Recommendation:</i> Create a balanced workforce with an appropriate number and skill mix to meet program needs. Identify a compliance officer if not already in place.		
<i>Evaluation Criteria:</i> Outside assistance is obtained as needed.		0.0%
<i>Recommendation:</i> Consider hiring contractors and/or coordinating with other tribal programs for additional resources and staff to manage fluctuations in staffing requirements.		

Tribal Sustainable Evaluation Tool Overall Score and Summary

Operations		% of Total Applicable
Total Operations Score (34 Possible Points)	0	0.0%
Number of "NA" Responses for Operations	0	
<i>Evaluation Criteria:</i> Activities comply with laws and regulations.		0.0%
<i>Recommendation:</i> Review the RCRA Orientation Manual 2008: Resource Conservation and Recover Act, http://www.epa.gov/epawaste/inforesources/pubs/orientat/index.htm to ensure activities are compliant with laws and regulations. Also consider developing tribal codes and ordinances to manage tribe specific needs. EPA Region 9 offers guidance on developing solid waste codes and ordinances; http://www.epa.gov/region9/waste/tribal/solidwastecode.html .		
<i>Evaluation Criteria:</i> Operations are cost effective and meet demand (no gaps in service occur).		0.0%
<i>Recommendation:</i> Overall operations should be reevaluated and adjusted according to needs of the community.		
<i>Evaluation Criteria:</i> Waste minimization and pollution prevention are incorporated to extent feasible.		0.0%
<i>Recommendation:</i> To maximize waste minimization and pollution prevention refer to EPA guidance for planning tools and ideas. Source Reduction Program Potential Manual: A Planning Tool, http://www.epa.gov/wastes/conserved/downloads/source.pdf , a Recycling Guide for Native American Nations, http://www.epa.gov/epawaste/wycd/tribal/ntverecy.htm , the Tribal Pollution Prevention website, http://www.tribalp2.org/ and Waste Reduction Tips for Hotels and Casinos in Indian Country, http://www.epa.gov/epawaste/wycd/tribal/pdfxt/casinotips.pdf .		
<i>Evaluation Criteria:</i> Operations are regularly evaluated and improved as needed.		0.0%
<i>Recommendation:</i> Consider scheduling a regular evaluation period and make improvements.		

Tribal Sustainable Evaluation Tool Overall Score and Summary

Coordination		
		% of Total Applicable
Total Coordination Score (20 Possible Points)	0	0.0%
Number of "NA" Responses for Coordination	0	
<hr/>		
<i>Evaluation Criteria:</i>	There is good coordination with Council and other tribal departments that manage or generate waste (e.g., Health, BIA, Housing, Legal Casino).	0.0%
<i>Recommendation:</i>	Consider strengthening coordination with tribal council and other tribal departments. Incorporate waste generation types and amounts from other tribal departments that manage or generate waste into the overall planning and management of the solid waste program.	
<hr/>		
<i>Evaluation Criteria:</i>	Effective outreach is made to stakeholders regarding rates, services, billing and collection policies, etc. and stakeholders support the program.	0.0%
<i>Recommendation:</i>	Recommendations for how to develop of a community outreach and public education program are included in Chapter 6 of the Tribal Decision Maker's Guide to Solid Waste Management, http://www.epa.gov/osw/wycd/tribal/tribalguid.htm . This document also includes a comparison of various outreach methods and references for additional resources.	
<hr/>		
<i>Evaluation Criteria:</i>	The Tribe coordinates with other jurisdictions for service (such as County, private haulers, etc.) as appropriate.	0.0%
<i>Recommendation:</i>	Review EPA guidance document, Partnerships in Solid Waste Management, http://www.epa.gov/wastes/wycd/tribal/pdftxt/partner.pdf , to learn how to develop different types of partnerships. Also consider coordination with nearby regional partners. Review EPA guidance document, Joining Forces on Solid Waste Management: Regionalization Is Working in Rural and Small Communities, http://www.epa.gov/wastes/nonhaz/municipal/pubs/jforce1.pdf .	

Tribal Sustainable Evaluation Tool Overall Score and Summary

Compliance & Enforcement		
		% of Total Applicable
Total Compliance & Enforcement Score (30 Possible Points)	0	0.0%
Number of "NA" Responses for Compliance & Enforcement	0	
<i>Evaluation Criteria:</i> <ul style="list-style-type: none"> • Tribal codes are in place and they are effective. • Tribal entities that manage waste operations are not self-regulated. 		0.0%
<i>Recommendation:</i> EPA Region 9 offers guidance on developing solid waste codes and ordinances; http://www.epa.gov/region9/waste/tribal/solidwastecode.html . The website also has model solid waste codes, examples, and recommendations on how to implement and solid waste codes. Refer to guidance document, Model Tribal Solid Waste Management Code. Inter Tribal Council of Arizona, Inc. http://www.epa.gov/wastes/wycd/tribal/pdftxt/itc10746.txt This document provides a model code for the management of solid waste on tribal lands.		
<i>Evaluation Criteria:</i> A tribal enforcement program is in place and effective (including tribal laws and a court system that understands and appreciates waste issues).		0.0%
<i>Recommendation:</i> The EPA Tribal Compliance Assistance Center, http://www.epa.gov/tribalcompliance/ , can be utilized as a resource to access comprehensive material on environmental stewardship and regulations that may apply to tribal government operations.		