Denali Commission
Agency Financial Report (AFR)
Fiscal Year 2022

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New St. Mary's Power Plant and Fuel Facility (2022) Photo by AVEC
Via Denali Commission investment, Alaska Village Electric Cooperative (AVEC) upgraded the power system and bulk fuel storage facilities in St. Mary's, Alaska. A new 2.8 Megawatt power plant and 414,000-gallon bulk fuel storage facility were recently completed and can be seen in the photograph.



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To order copies of the report or to submit comments on how to improve the report, contact:

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Management Discussion and Analysis

Overview of the Denali Commission

In 1998, national attention was focused on the immense infrastructure and economic challenges faced by rural Alaskan communities by the passing of the Denali Commission Act (the full text of which is available on the Denali Commission's website at https://www.denali.gov/wp-content/uploads/2018/02/Denali-Commission-Act-of-1998-updated-2017.pdf.The Act became law on October 21, 1998 (Title III of Public Law 105-277, 42 USC 3121) establishing the Denali Commission an independent federal agency that acts as a regional commission focusing on the basic infrastructure needs of rural Alaska. Working as a federal-state-tribal-local partnership, the Commission provides critical utilities, infrastructure and promotes economic growth in the rural areas of the state. The agency also coordinates and streamlines federal program efforts in rural Alaska, and better leverages federal investments. By creating the Commission, Congress intended for those involved in addressing the unique infrastructure and economic challenges faced by America's most remote communities to work together in new ways to make a lasting difference.

Management Discussion and Analysis

Mission, Purpose Statement, Organizing Principles, and Priority Initiatives

Mission

The mission of the Denali Commission is to provide infrastructure, job training and to support economic development. The Commission was established with a specific focus on promoting rural development in the following areas: bulk fuel storage, power generation, health care facilities, surface transportation and waterfront facilities, communication systems and specialty housing (e.g., domestic violence shelters). In executing the mission, the Commission strives to deliver services in the most cost-effective manner possible.

Purpose Statement

Promote Rural Development by Unlocking More Powerful Solutions

Organizing Principles

- Lead transformational change to meet the infrastructure needs of rural communities in a sustainable manner
- Deliver federal services in the most cost-effective and transparent manner, utilizing public input every step of the way
- Focus on community infrastructure
- Use existing statutory authority, maximize Federal agencies in Alaska to effectively leverage infrastructure funds and maximize federal-state-municipal-tribal coordination
- Actively promote good governance, accountability, and innovation

Priority Initiatives

1. Work with Federal and non-Federal stakeholders to define the future of the Denali Commission and ensure alignment of all partners.
2. Protect existing infrastructure investments.
3. Continue to develop and implement the new Village Infrastructure Protection program.
4. Maintain relevance and impact in rural Alaska.

Management Discussion and Analysis

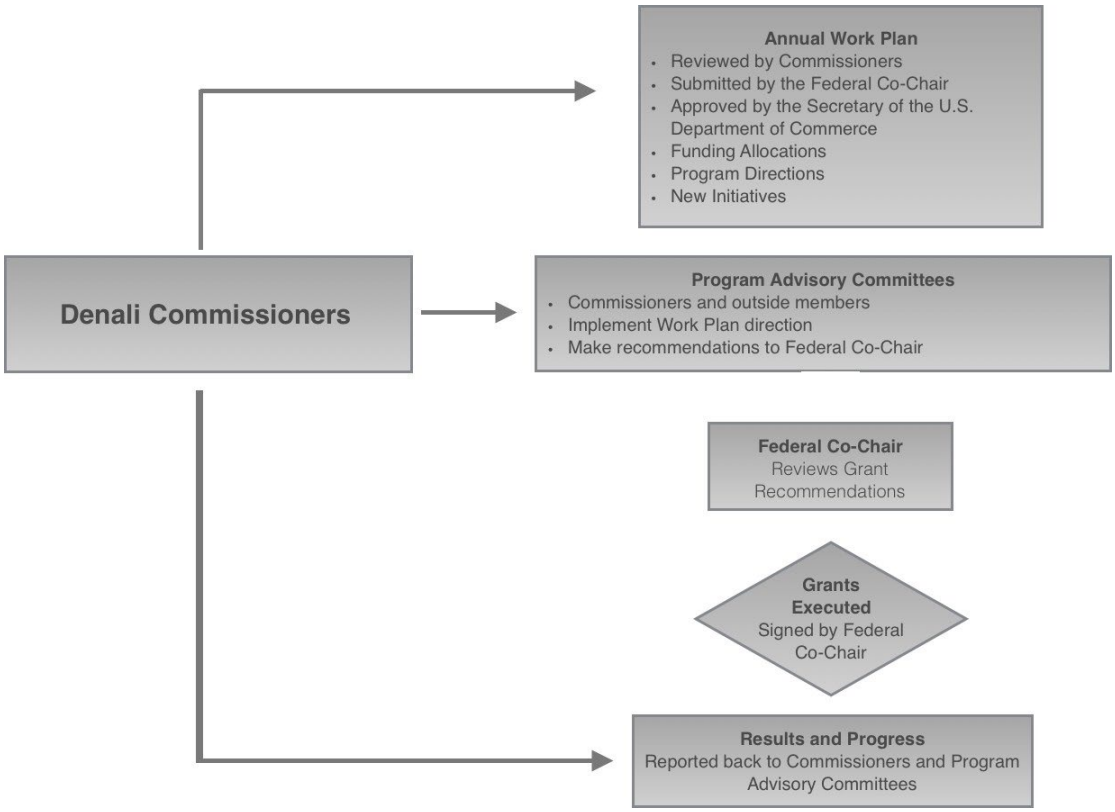
Denali Commissioners

The Denali Commission Act designates seven leading Alaskan policy makers by position to form a team as the Denali Commissioners:

- Federal Co-Chair, appointed by the U.S. Secretary of Commerce
- The Governor of Alaska, who serves as the State Co-Chair*
- President of the University of Alaska
- President of the Alaska Municipal League
- President of the Alaska Federation of Natives
- Executive President of the Alaska AFL-CIO
- President of the Associated General Contractors of Alaska

Commissioners meet at least twice a year to develop and monitor annual work plans that guide the agency's activities. Commissioners draw upon community-based comprehensive plans as well as comments from individuals, organizations, and partners to guide funding recommendations. This approach helps provide basic services in the most cost-effective manner by moving the problem-solving resources closer to the people best able to implement solutions.

* The Governor has delegated this authority to the Deputy Chief of Staff.



Management Discussion and Analysis

Work Plans

Commissioners identified general program funding levels for the FY 2022 Work Plan during a meeting on January 14, 2021. Funding levels were based on anticipated “Base” appropriations and an estimate of the 2021 allocations from the Trans-Alaska Pipeline Liability Fund (TAPL). On February 10, 2021, the Agency held a public hearing to receive verbal comments on the draft Work Plan. Written comments were accepted from January 27, 2021, through February 10, 2021. Two comments were received, but no revisions were made. Commissioners approved the draft Work Plan on February 10, 2021, and made no changes to the draft Work Plan based on public comments. The draft FY 2022 work plan was then published in the Federal Register on October 21, 2021. The comment period was through November 12, 2021, during which no comments were received. On December 8, 2021, the draft FY 2022 Work Plan was submitted to the Department of Commerce. The Department formally approved the Work Plan on January 20, 2022.

The approved FY 2022 Work Plan included funding for the following programs: Energy Reliability and Security, $4.93M; Bulk Fuel Safety and Security, $2.2M; Village Infrastructure Protection, $.5M; Transportation, $1M; Sanitation, $1.5M; Health Facilities, $0.75M; Housing, $0.5M; Broadband, $0.75M; and Workforce and Economic Development, $1.68M. The full FY 2022 Work Plan can be found in the Other Accompanying Information section of this document.

On November 15, 2021, the Infrastructure Investment and Jobs Act (IIJA) was signed by President Biden. In the IIJA the Denali Commission was allocated $75 million. The law left it to the Commission to determine how best to spend these funds. Through a series of informational meetings, the Commissioners reviewed the needs of rural Alaska and decided to allocate the IIJA funds as follows:

- FY 2022 Workplan Amounts: In the FY 2022 Workplan the Commission noted that if additional funds became available then $5,000,000 would be allocated to Village Infrastructure Protection Program (VIP); $250,000 to Broadband and $2,000,000 for Workforce Development. The Commissioners decided to allocate $7,250,000 of the $75 million IIJA funds to these programs consistent with the FY 2022 Workplan.
- 5% of the $75 million ($3.75 million) will be allocated to cover administrative costs. This amount includes 0.5% of the funds being set aside for the Inspector General.
- The remaining $64 million will be divided into a five year spend down plan in the following categories with yearly amounts of $1 million for Energy Reliability and Security; $1 million for VIP; $1 million for Workforce Development; $10 million for the Infrastructure Fund and $550,000 set aside for Emergency situations.

The Infrastructure Fund is a new process for the Commission. The Commission will use a public Funding Opportunity Announcement (FOA) to seek applications for funding projects across a wide range of program categories including Energy, Transportation, Healthcare and Community Wellness, VIP, Sanitation, Housing, Broadband, Economic Development and Workforce Development. Applications will be reviewed and ranked according to published criteria with the highest scoring applications receiving funding. The complete FY 2022 – FY 2026 Work Plan can be found in the Other Accompanying Information section of this document.

Management Discussion and Analysis

Work Plans

- The Commissioners held several work sessions where they were briefed by program partners on specific program category areas to identify unmet needs in specific programs.
- At a meeting of the Denali Commissioners the Commissioners voted to adopt the IIJA Workplan.
- The work plan was published on Denali.gov for review by the public in advance of public testimony.
- A public hearing was held to record public comments and recommendations on the preliminary draft work plan.
- No public comments were received.
- The Federal Co-Chair prepared the draft work plan for publication in the Federal Register providing a 30-day period for public review and written comment. During this time, the draft work plan will also be disseminated to Commission program partners including, but not limited to, the Bureau of Indian Affairs (BIA), the Economic Development Administration (EDA), Department of Agriculture—Rural Utilities Service (USDA/RUS), and the State of Alaska.
- No comments were received, and no revisions were made to the draft.
- The Secretary of Commerce approved the work plan on July 19, 2022.
- The Federal Co-Chair will approve grants and contracts based upon the approved work plan.

Program Resources

In FY 2022, no project specific funds were provided in any appropriations to the Commission. The final FY 2022 Energy and Water Appropriations Bill included $15.1M of “Base” funding for the Commission. $11M of this amount was made available for program related activities/projects. This amount was consistent with the assumed Base funding in the Work Plan.

In FY 2022, a total of $75M was allocated from the IIJA to the Commission. The final FY 2022 – 2026 IIJA Work Plan made $12.75M available for program activities in for each fiscal year FY 2022 – FY 2026.

In FY 2022, a total of $2,971,696 of TAPL funding was made available to the Commission for bulk fuel program related activities/projects. This amount was approximately $172K higher than the assumed TAPL allocation in the Work Plan.

During FY 2022, the Commission also received approximately $18.41 M from other agencies for program activities/projects.

Base, TAPL and other funds transferred to the Commission remain available for use until expended.

Management Discussion and Analysis

Functional Uses of FY 2022 Budgetary Resources

The FY 2022 Commission budgetary authority funded Commission operating costs and the following program activities/projects.

Energy Program

- Rural Power System Upgrades
- Bulk Fuel Storage Facility Upgrades
- Power System and Bulk Fuel Facility Maintenance, Operator Training, Improvement Projects, and Energy Efficiency Projects
- Renewable Energy Projects (wind, hydro, and biomass heating)

Village Infrastructure Protection Program

- Projects and Activities for the Communities of Newtok, Kivalina, Shishmaref, and Shaktoolik
- Other Projects and Activities for Communities Identified in GAO Report 09-551
- Center for Environmentally Threatened Communities Technical Assistance
- General Program Development and Support Activities

Transportation Program

- Road and/or Waterfront Transportation Maintenance, Improvement, or Expansion Projects

Sanitation Program

- Water Source Development
- Water Treatment and Distribution System Improvements
- Wastewater Treatment and Collection System Improvements

Healthcare Facilities Program

- Construction of Community Healthcare Facilities
- Enhancement of Rural Health Clinics

Housing Program

- Construction of Rural Schoolteacher Housing Complex
- Enhancement of Rural Law Enforcement Housing Options

Economic and Workforce Development Program

- Various Funding for Regional Economic Development Organizations
- Technical Assistance Funding for State Aquaculture Enhancement
- Technical Training for Advanced Distance Services Provided for Vocational Organizations

Broadband Program

- Coordination on Alaska Native Broadband Spectrum Leases
- Technical Assistance on Updating State Broadband Plan
- Community Assistance on Broadband Enhancement

Management Discussion and Analysis

As is customary, when additional Base, TAPL or other program funds become available during the year once actual project budgets are finalized and/or when active projects are completed under budget, those excess funds are applied to the programs approved in the current year Work Plan.

Program Obligations

Commission staff implement the annual Work Plan via grants, cooperative agreements, and contracts. It is difficult to link funding directly or exclusively in a particular year, with an individual award or specific performance/outcomes in the same year because of certain timing issues. For example, in some years the Work Plan approval process has not been completed until the third or fourth quarter of the fiscal year. And in some years, the Base funds have been delayed due to the congressional appropriation process not being complete by 30 September, and/or direct transfers from other agencies were delayed. In addition, because the construction season is very short in most of rural Alaska, unless funds can be obligated very early in the fiscal year, physical construction cannot start until the following year. Finally, larger projects typically involve winter shut down periods and take several construction seasons to complete. For these reasons, it is more informative to summarize the funding available over several consecutive years, followed by a summary of the actual grants, agreements and contracts issued during a similar period. Invariably, the obligating documents involve a mixture of funds from several fiscal years and/or sources, and the projects supported with these funds take longer than a year to complete.

A summary of the program funds available in FY 2020, 2021, and 2022 appears below, followed by a summary active program obligations as of August 22, 2022.

Program Resource Summary

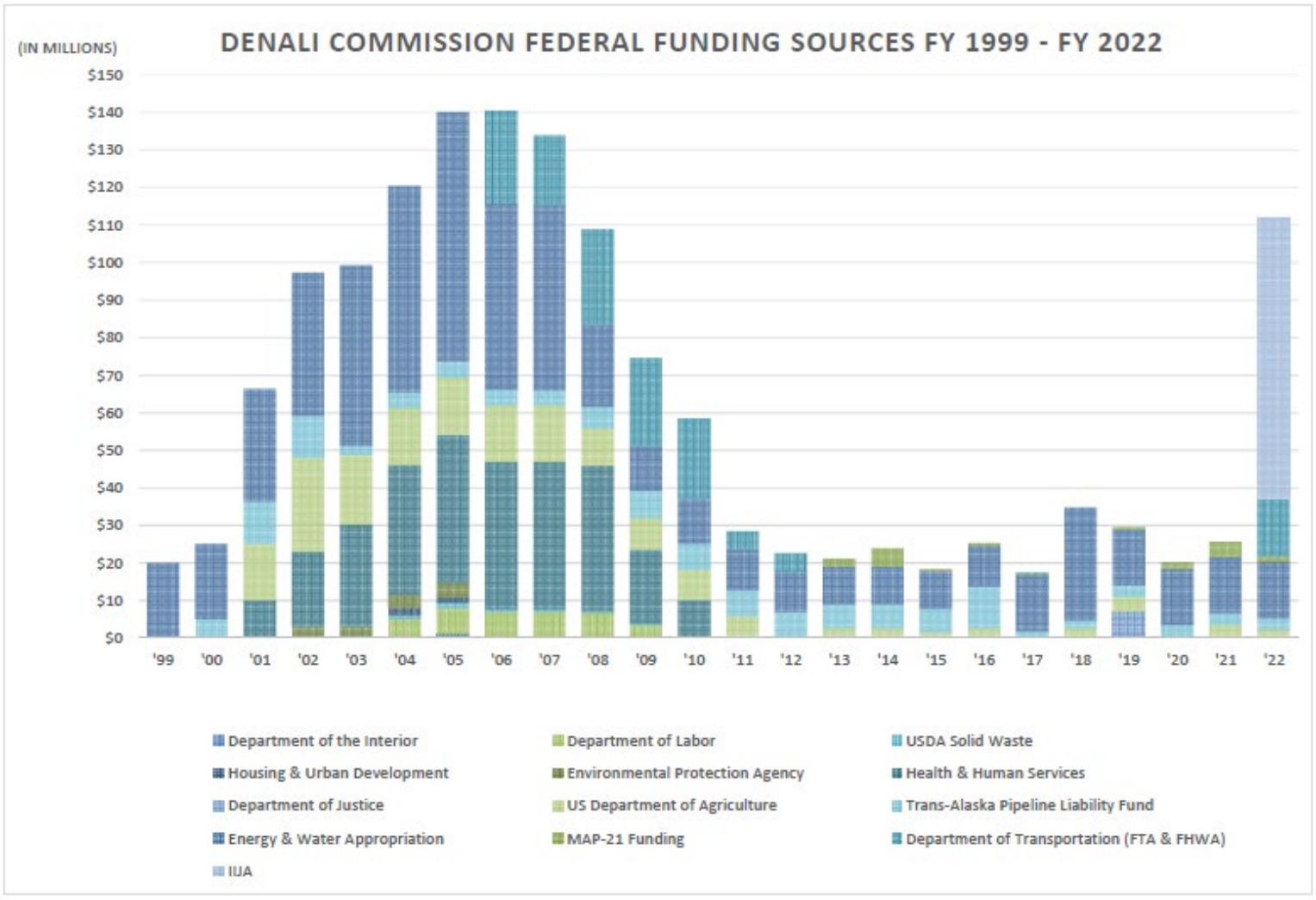
Year	Base	TAPL	Other
FY2020 and Prior Year Unobligated	$699,803.23	$148,449.80	$4,604,861.79
FY2021 Unobligated	$1,706,142.97	$1,796,032.04	$1,838,568.25
FY2022 Unobligated	$9,337,012.00	$2,371,696.22	$15,094,499.00
IIJA Unobligated			$68,209,992.11
Subtotals	**$11,742,958.20**	**$4,316,178.06**	**$89,747,921.15**
Grand Total		**$105,807,057.41**	

Active Program Obligations 22 August 2022		
Program	**Awarded Amount**	**Remaining Funds**
Energy / Bulk Fuel	$68,646,377	$32,030,311
Village Infrastructure Protection	$36,478,736	$4,929,950
Transportation	$2,209,199	$1,640,066
Water & Sanitation	$579,536	$402,536
Health Facilities	$1,256,973	$127,702
Housing	$523,970	$23,970
Broadband	$622,836	$530,757
Workforce and Economic Development	$1,876,338	$1,448,311
Special Projects	$3,315,881	$1,582,418
Total	**$115,509,846**	**$42,716,020**

Management Discussion and Analysis

Financial Performance Overview

As of September 30, 2022, the financial condition of the Denali Commission was sound with respect to having sufficient funds to meet program needs and adequate control of these funds in place to ensure obligations did not exceed budget authority. Agency audits were conducted in accordance with auditing standards generally accepted in the United States of America, OMB Bulletin 07-04 (Audit Requirements for Federal Financial Statements) and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States.



Management Discussion and Analysis

Financial Performance Overview

Sources of Funds

The Denali Commission is funded through the Energy and Water Appropriation, which is direct budget authority; funds remain available until expended.

MAP-21 granted authority to accept funding from both federal and non-federal sources to carry out the purposes of the Denali Commission Act.

The Commission is the recipient of a portion of the interest earned on the trust fund for the Trans-Alaska Pipeline Liability (TAPL) fund. In FY 2022, $3.13 million was transferred to the Commission to assist in efforts to make bulk fuel tanks in Alaska code compliant.

Budget Authority	FY 2022
Appropriations Received	$90,100,000
Non-expenditure Transfers	3,128,101
Offsetting Collections	17,619,330
Total Budget Authority	**$110,847,431**

In FY 2022, Denali Commission's total budgetary resources were $114.90 million, which includes $1.82 million in unobligated balances brought forward.

Uses of Funds by Function

The Denali Commission incurred obligations of $42.93 million in FY 2022 for program and administration operations. Unobligated funds in the amount of $71.97 million were carried forward, for obligation in FY 2023.

Management Discussion and Analysis

Financial Statement Highlights

The Denali Commission's financial statements summarize the financial activity and financial position of the agency. The financial statements, footnotes and the balance of the required supplementary information appear in the Financial Section of this document.

Limitations of the Financial Statements

The principal financial statements have been prepared to report the financial position and results of operations of the entity, pursuant to the requirements of 31 USC 3515 (b). While the statements have been prepared from the books and records of the entity in accordance with Generally Accepted Accounting Principles (GAAP) for Federal entities and the formats prescribed by OMB, the statements are in addition to the financial reports used to monitor and control budgetary resources, which are prepared from the same books and records.

The statements should be read with the realization that they are for a component of the US Government, a sovereign entity.

Balance Sheet

Assets

The Commission's assets were $156.50 million as of September 30, 2022. This is an increase of $90.60 million from the end of FY 2021. The Commission's largest asset, Fund Balance with Treasury, increased due to funding from the Infrastructure Investment and Jobs Act. The assets reported on the Commission's balance sheet are summarized in the accompanying table.

Assets Summary	FY 2022	FY 2021
Fund Balance with Treasury	$156,495,189	$65,895,150
Accounts Receivable, Public	499	32
Total Assets	**$156,495,688**	**$65,895,182**

Management Discussion and Analysis

Financial Statement Highlights

Liabilities

The Denali Commission's liabilities were $7.22 million as of September 30, 2022, an increase of $0.01 million from the end of FY 2021. The liabilities reported on the Commission's balance sheet are summarized in the accompanying table.

Liabilities Summary	FY 2022	FY 2021
Accounts Payable, Intragovernmental	$ -	$62,173
Other Intragovernmental Liabilities	32,653	24,272
Accounts Payable, Public	20,578	20,555
Other Liabilities, Public	7,169,346	7,103,703
Total Liabilities	**$7,222,577**	**$7,210,703**

Net Position

The difference between total assets and total liabilities, net position, was $149.27 million as of September 30, 2022. This is an increase of $90.59 million from the FY 2021 year-end balance. The net position reported on the Denali Commission's balance sheet is summarized in the accompanying table.

Net Position Summary	FY 2022	FY 2021
Unexpended Appropriations	$76,770,573	$2,863,867
Cumulative Results of Operations	72,502,538	55,820,612
Total Net Position	**$149,273,111**	**$58,684,479**

Management Discussion and Analysis

Financial Statement Highlights

Statement of Net Cost

The Statement of Net Cost reports the cost of conducting the Denali Commission programs during the reporting period. The accompanying table displays the net cost for FY 2022 and FY 2021.

Net Cost	FY 2022	FY 2021
Program Costs	$20,340,569	$23,890,576
Less: Earned Revenue	-	246,516
Total Net Costs of Operations	**$20,340,569**	**$23,644,060**

Statement of Changes in Net Position

The net position for the year ended September 30, 2022, was $149.27 million, an increase of $90.59 million from the FY 2021.

Statement of Budgetary Resources

The Statement of Budgetary Resources reflects the budget authority that the Denali Commission possesses and compares the status of that budget authority. The Commission had $114.90 million in total budgetary resources for FY 2022 – comprised of direct appropriations, non-expenditure transfers from other federal agencies, and an unobligated balance available from FY 2021. During the fiscal year, $42.93 million was obligated for program and administrative functions; $71.97 million in funds were carried forward and will be available for obligation in FY 2023. Net outlays in FY 2022 amounted to $2.59 million.

Analysis of Systems, Controls, and Legal Compliance

Federal Managers' Financial Integrity Act (FMFIA)

The Federal Managers' Financial Integrity Act (FMFIA or the Integrity Act) provides the statutory basis for management's responsibility for, and assessment of, accounting and administrative internal controls. Such controls include program, operational, and administrative areas, as well as accounting and financial management. The FMFIA requires executive agencies to establish internal and administrative controls in accordance with standards prescribed by the Comptroller General that provide reasonable assurance that obligations and costs follow applicable laws; funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and revenues and expenditures are properly recorded and accounted for to maintain accountability over the assets. The FMFIA also requires the agency head to annually assess and report on the effectiveness of internal controls that protect the integrity of federal programs and whether financial management systems conform to related requirements.

FMFIA Statement of Assurance

The Denali Commission management is responsible for establishing and maintaining effective internal control and financial management systems that meet the objectives of the Federal Managers' Financial Integrity Act (FMFIA). I can provide an unqualified statement of assurance of the agency's compliance with the FMFIA. The Commission's internal controls provide for effective and efficient programmatic operations, reliable financial reporting, and compliance with applicable laws and regulations. Assessments have been conducted regarding the internal controls over financial reporting. The Commission attests the reasonable assurance that the internal controls over financial reporting comply with the requirements of the FMFIA.

Further, evaluations tested the effectiveness of the internal control over operations and compliance with applicable laws and regulations in accordance with OMB Circular A-123, Management's Responsibility for Internal Control. Based on the results of these evaluations, the Denali Commission can provide reasonable assurance that
its internal controls over the effectiveness and efficiency of operations and compliance with applicable laws and regulations as of September 30, 2022, was operating effectively and no material weaknesses were found in the design or operation of the internal controls.

Finally, the US Treasury, Bureau of Fiscal Service (BFS) (Denali Commission's Financial Management Line of Business partner) engages a contractor to independently review its financial management systems in accordance with OMB Circular A-127, Financial Management Systems. Based on the results of this review, BFS and therefore the Denali Commission can provide reasonable assurance that its financial management systems comply with the applicable provisions of the FMFIA as of September 30, 2022.

Analysis of Systems, Controls and Legal Compliance

Federal Financial Management Improvement Act (FFMIA)

Federal Financial Management Improvement Act (FFMIA)

The Federal Financial Management Improvement Act (FFMIA) is designed to advance Federal financial management by ensuring that Federal financial management systems provide accurate, reliable, and timely financial management information to the government's managers. Compliance with the FFMIA provides the basis for the continuing use of reliable financial management information by program managers, and by the President, Congress, and the public.

FFMIA Compliance Determination

The Commission utilizes the services of US Treasury BFS and its financial management system. Annual audits of their system indicate that the system complies with federal financial management systems requirements, standards promulgated by the Federal Accounting Standards Advisory Board (FASAB), and U.S. Standard General Ledger (USSGL) at the transaction level. The annual financial audit confirms this finding.

Goals and the supporting financial systems strategies

As a small agency, the Commission has arrived at the conclusion that human and financial resources internal to the agency are not sufficient to meet the increasing federal standards for financial systems and the costs involved. Therefore, in 2009, the Commission outsourced our financial management system and transactional level activities to the U.S. Treasury BFS. This strategy has proven effective and efficient and allows this small agency to assure the President, Congress and the public that federal budget authority entrusted to the Commission is executed responsibly and with full accountability.



Garrett Boyle
Federal Co-Chair

Financial Section

Inspector General Transmittal Letter

Denali Commission

Results of the Audit of the Fiscal Year 2022 and 2021 Financial Statements of the Denali Commission



FINAL REPORT
November 10, 2022
Report No. 2023-02
Denali Commission
Office of Inspector General

Financial Section

Inspector General Transmittal Letter

INSPECTOR GENERAL

MEMORANDUM

DATE: November 10, 2022

TO: Garrett Boyle
Federal Co-Chair, Denali Commission

Tyson Gallagher
State Co-Chair, Deputy Chief of Staff, Office of the Governor of Alaska

Alicia Amberg
Executive Director, Associated General Contractors of Alaska

Julie E. Kitka
President, Alaska Federation of Natives

Nils Andreassen
Executive Director, Alaska Municipal League

Pat Pitney
Interim President, University of Alaska

Joelle Hall
Executive President, Alaska State AFL-CIO

Roderick H. Fillinger Digitally signed by Roderick H. Fillinger Date: 2022.11.10 13:51:55 -05'00'

FROM: Roderick H. Fillinger
Inspector General

SUBJECT: Fiscal Year 2022 Financial Statement Audit (Report No. 2023-02)

I am pleased to provide you with the attached audit report in which SB & Company, LLC (SBC), an independent public accounting firm, presented an unmodified opinion on the Denali Commission's fiscal year 2022 financial statements. SBC performed the audit in accordance with U.S. generally accepted government auditing standards.

Financial Section

Inspector General Transmittal Letter

In its audit of the Denali Commission, SBC reported the following:

- The Commission's financial statements for fiscal years ending September 30, 2022 and 2021, were presented fairly, in all material respects, in accordance with U.S. generally accepted accounting principles;

- Identified no material weaknesses in internal control over financial reporting and grant origination; and

- Identified no instances of reportable noncompliance for fiscal year 2022 with provisions of applicable law, regulations, contracts, and grant agreements tested.

My office oversaw the audit performance, including the review of SBC's report and related documentation and inquiries of its representatives. This review disclosed no instances where SBC did not comply, in all material respects, with U.S. generally accepted government auditing standards. As differentiated from an audit in accordance with these standards, my review was not intended to enable me to express any opinion on the Denali Commission's financial statements.

Therefore, I do not express any opinion on the Denali Commission's financial statements, conclusions about the effectiveness of internal controls, or conclusions on compliance with laws, regulations, contracts, and grant agreements. SBC is solely responsible for the attached report, dated November 2, 2022, and the conclusions expressed in it.

We appreciate the cooperation and courtesies the Denali Commission extended to both SBC and my office during the audit. If you wish to discuss the contents of this report, please call me at (907) 271-3500.

Attachment

cc: John Whittington, General Counsel
Beth Flowers, Senior Financial Officer

Financial Section

Report of Independent Public Accountants

SB & COMPANY, LLC
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REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS

To the Office of the Inspector General and the Denali Commission

In our audits of the fiscal years 2022 and 2021 financial statements of the Denali Commission (the Commission, we found

- The Commission's financial statements as of and for the fiscal years ended September 30, 2022 and 2021, are presented fairly, in all material respects, in accordance with U.S. generally accepted accounting principles;
- No material weaknesses in internal control over financial reporting based on the limited procedures we performed; and
- No reportable noncompliance for fiscal year 2022 with provisions of applicable laws, regulations, contracts, and grant agreements we tested.

The following sections discuss in more detail (1) our report on the financial statements, which includes required supplementary information (RSI) and other information included with the financial statements; (2) our report on internal control over financial reporting; (3) our report on compliance with laws, regulations, contracts, and grant agreements; and (4) agency comments.

Report on the Financial Statements

Opinion on the Financial Statements

In accordance with U.S. generally accepted government auditing standards, we have audited the Commission's financial statements. The Commission's financial statements comprise the balance sheets as of September 30, 2022 and 2021; the related statements of net cost, changes in net position, and budgetary resources for the fiscal years then ended; and the related notes to the financial statements.

In our opinion, the Commission's financial position as of September 30, 2022 and 2021, and its net costs of operations, changes in net position, and budgetary resources for the fiscal yeas then ended in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audits in accordance with U.S. generally accepted government auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Commission and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

10200 Grand Central Ave • Suite 2500 • Owings Mills • Maryland 21117 • P 410-584-0060 • F 410-584-0061

Financial Section

Report of Independent Public Accountants



SB & COMPANY, LLC
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Responsibilities of Management for the Financial Statements

The Commission's management is responsible for (1) the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; (2) preparing, measuring, and presenting the RSI in accordance with U.S. generally accepted accounting principles; (3) preparing and presenting other information included in the Commission's agency financial report, and ensuring the consistency of that information with the audited financial statements and the RSI; and (4) designing, implementing, and maintaining effective internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit of the financial statements conducted in accordance with U.S. generally accepted government auditing standards will always detect a material misstatement or a material weakness when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered to be material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with U.S. generally accepted government auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements in order to obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain an understanding of internal control relevant to our audit of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control over financial reporting. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Perform other procedures we consider necessary in the circumstances.

Financial Section

Report of Independent Public Accountants



SB & COMPANY, LLC
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We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the financial statement audit.

Required Supplementary Information

U.S. generally accepted accounting principles issued by the Federal Accounting Standards Advisory Board (FASAB) require that the RSI be presented to supplement the financial statements. Such information is the responsibility of management and, although not a part of the financial statements, is required by FASAB, which considers it to be an essential part of financial reporting for placing the financial statements in appropriate operational, economic, or historical context. We have applied certain limited procedures to the RSI in accordance with U.S. generally accepted government auditing standards, which consisted of inquiries of management about the methods of preparing the RSI and comparing the information for consistency with management's responses to the auditor's inquiries, the financial statements, and other knowledge we obtained during the audit of the financial statements, in order to report omissions or material departures from FASAB guidelines, if any, identified by these limited procedures. We did not audit and we do not express an opinion or provide any assurance on the RSI because the limited procedures we applied do not provide sufficient evidence to express an opinion or provide any assurance

Other Information

The Commission's other information contains a wide range of information, some of which is not directly related to the financial statements. This information is presented for purposes of additional analysis and is not a required part of the financial statements or the RSI. Management is responsible for the other information included in the Commissions agency financial report. The other information comprises the Analysis of Systems, Controls, and Compliance, and Other Accompanying Information but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Report on Internal Control over Financial Reporting

In connection with our audits of the Commission's financial statements, we considered the Commission's internal control over financial reporting, consistent with our auditor's responsibility discussed below.

Financial Section

Report of Independent Public Accountants



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Results of Our Consideration of Internal Control over Financial Reporting

Our consideration of internal control was for the limited purpose described below, and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies or to express an opinion on the effectiveness of the Commission's internal control over financial reporting. Given these limitations, during our audit, we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.

Basis for Results of Our Consideration of Internal Control over Financial Reporting

We performed our procedures related to the Commission's internal control over financial reporting in accordance with U.S. generally accepted government auditing standards.

Responsibilities of Management for Internal Control over Financial Reporting

The Commission's management is responsible for designing, implementing, and maintaining effective internal control over financial reporting relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for Internal Control over Financial Reporting

In planning and performing our audit of the Commission's financial statements as of and for the fiscal year ended September 30, 2022, in accordance with U.S. generally accepted government auditing standards, we considered the Commission's internal control relevant to the financial statement audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control over financial reporting. Accordingly, we do not express an opinion on the Commission's internal control over financial reporting. We are required to report all deficiencies that are considered to be significant deficiencies or material weaknesses. We did not consider all internal controls relevant to operating objectives, such as those controls relevant to preparing performance information and ensuring efficient operations.

Definition and Inherent Limitations of Internal Control over Financial Reporting

An entity's internal control over financial reporting is a process effected by those charged with governance, management, and other personnel, the objectives of which are to provide reasonable assurance that (1) transactions are properly recorded, processed, and summarized to permit the preparation of financial statements in accordance with U.S. generally accepted accounting principles, and assets are safeguarded against loss from unauthorized acquisition, use, or disposition, and (2) transactions are executed in accordance with provisions of applicable laws, including those governing the use of budget authority, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements.

Financial Section

Report of Independent Public Accountants



Because of its inherent limitations, internal control over financial reporting may not prevent, or detect and correct, misstatements due to fraud or error.

Intended Purpose of Report on Internal Control over Financial Reporting

The purpose of this report is solely to describe the scope of our consideration of the Commission's internal control over financial reporting and the results of our procedures, and not to provide an opinion on the effectiveness of the Commission's internal control over financial reporting. This report is an integral part of an audit performed in accordance with U.S. generally accepted government auditing standards in considering internal control over financial reporting. Accordingly, this report on internal control over financial reporting is not suitable for any other purpose.

Report on Compliance with Laws, Regulations, Contracts, and Grant Agreements

In connection with our audits of the Commission's financial statements, we tested compliance with selected provisions of applicable laws, regulations, contracts, and grant agreements consistent with our auditor's responsibilities discussed below.

Results of Our Tests for Compliance with Laws, Regulations, Contracts, and Grant Agreements

Our tests for compliance with selected provisions of applicable laws, regulations, contracts, and grant agreements disclosed no instances of noncompliance for fiscal year 2022 that would be reportable under U.S. generally accepted government auditing standards. However, the objective of our tests was not to provide an opinion on compliance with laws, regulations, contracts, and grant agreements applicable to the Commission. Accordingly, we do not express such an opinion.

Basis for Results of Our Tests for Compliance with Laws, Regulations, Contracts, and Grant Agreements

We performed our tests of compliance in accordance with U.S. generally accepted government auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for Tests of Compliance section below.

Responsibilities of Management for Compliance with Laws, Regulations, Contracts, and Grant Agreements

The Commission management is responsible for complying with laws, regulations, contracts, and grant agreements applicable to the Commission.

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Auditor's Responsibilities for Tests of Compliance with Laws, Regulations, Contracts, and Grant Agreements

Our responsibility is to test compliance with selected provisions of applicable laws, regulations, contracts, and grant agreements applicable to the Commission that have a direct effect on the determination of material amounts and disclosures in the Commission's financial statements, and to perform certain other limited procedures. Accordingly, we did not test compliance with all laws, regulations, contracts, and grant agreements applicable to the Commission. We caution that noncompliance may occur and not be detected by these tests.

Intended Purpose of Report on Compliance with Laws, Regulations, Contracts, and Grant Agreements

The purpose of this report is solely to describe the scope of our testing of compliance with selected provisions of applicable laws, regulations, contracts, and grant agreements, and the results of that testing, and not to provide an opinion on compliance. This report is an integral part of an audit performed in accordance with U.S. generally accepted government auditing standards in considering compliance. Accordingly, this report on compliance with laws, regulations, contracts, and grant agreements is not suitable for any other purpose.

Agency Comments

In commenting on a draft of this report, the Commission commented on the results discussed within this opinion. The complete text of the Commission's response is reprinted in appendix II. We have not performed any audit procedures on the Commission's response and take no responsibility for the response. The findings stated within this opinion remain as stated.

Owings Mills, Maryland
November 2, 2022

SB & Company, LLC

Financial Section

Financial Statements

DENALI COMMISSION

FINANCIAL STATEMENTS

FOR THE YEARS ENDED
SEPTEMBER 30, 2022 AND 2021

Financial Section

Financial Statements

DENALI COMMISSION
FINANCIAL STATEMENTS
FOR THE YEARS ENDED SEPTEMBER 30, 2022 AND 2021

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Financial Section

Financial Statements

DENALI COMMISSION
BALANCE SHEET
AS OF SEPTEMBER 30, 2022 AND 2021
(In Dollars)

	2022	2021
Assets:		
Intragovernmental:		
Fund Balance with Treasury (Note 3)	$ 156,495,189	$ 65,895,150
Total Intragovernmental	156,495,189	65,895,150
Other than Intragovernmental:		
Accounts Receivable, Net (Note 4)	499	32
Total Other than Intragovernmental	499	32
Total Assets	$ 156,495,688	$ 65,895,182
Liabilities: (Note 5)		
Intragovernmental:		
Accounts Payable	$ -	$ 62,173
Other Liabilities (Note 6)	32,653	24,272
Total Intragovernmental	32,653	86,445
Other than Intragovernmental:		
Accounts Payable	20,578	20,555
Federal Employee Benefits Payable	200,161	175,513
Other Liabilities (Note 6)	6,969,185	6,928,190
Total Other than Intragovernmental	7,189,924	7,124,258
Total Liabilities	$ 7,222,577	$ 7,210,703
Net Position:		
Unexpended Appropriations - Funds from Other than Dedicated Collections	$ 76,770,573	$ 2,863,867
Total Unexpended Appropriations (Consolidated)	76,770,573	2,863,867
Cumulative Results of Operations - Funds from Dedicated Collections (Note 8)	10,057,779	8,693,571
Cumulative Results of Operations - Funds from Other than Dedicated Collections	62,444,759	47,127,041
Total Cumulative Results of Operations (Consolidated)	72,502,538	55,820,612
Total Net Position	149,273,111	58,684,479
Total Liabilities and Net Position	$ 156,495,688	$ 65,895,182

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The accompanying notes are an integral part of these financial statements.

Financial Section

Financial Statements

DENALI COMMISSION
STATEMENT OF NET COST
FOR THE YEARS ENDED SEPTEMBER 30, 2022 AND 2021
(In Dollars)

	2022	2021
Gross Program Costs:		
Gross Costs	$ 20,340,569	$ 23,890,576
Less: Earned Revenue	-	(246,516)
Net Program Costs	$ 20,340,569	$ 23,644,060
Net Cost of Operations	$ 20,340,569	$ 23,644,060

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The accompanying notes are an integral part of these financial statements.

Financial Section

Financial Statements

DENALI COMMISSION
STATEMENT OF CHANGES IN NET POSITION
FOR THE YEARS ENDED SEPTEMBER 30, 2022 AND 2021
(In Dollars)

	2022 Funds from Dedicated Collections	2022 Funds from Other than Dedicated	2022 Eliminations	2022 Consolidated Total	2021 Funds from Dedicated Collections	2021 Funds from Other than Dedicated	2021 Eliminations	2021 Consolidated Total
Unexpended Appropriations:								
Beginning Balance	$ -	$ 2,863,867	$ -	$ 2,863,867	$ -	$ 3,333,149	$ -	$ 3,333,149
Appropriations Received	-	90,100,000	-	90,100,000	-	15,000,000	-	15,000,000
Appropriations Used	-	(16,193,294)	-	(16,193,294)	-	(15,469,282)	-	(15,469,282)
Net Change in Unexpended Appropriations	-	73,906,706	-	73,906,706	-	(469,282)	-	(469,282)
Total Unexpended Appropriations	$ -	$ 76,770,573	$ -	$ 76,770,573	$ -	$ 2,863,867	$ -	$ 2,863,867
Cumulative Results of Operations:								
Beginning Balance	$ 8,693,571	$ 47,127,041	$ -	$ 55,820,612	$ 11,612,467	$ 41,458,717	$ -	$ 53,071,184
Appropriations Used	-	16,193,294	-	16,193,294	-	15,469,282	-	15,469,282
Transfers In/Out Without Reimbursement	3,128,101	17,619,330	-	20,747,431	3,132,665	7,704,793	-	10,837,458
Imputed Financing (Note 9)	-	81,770	-	81,770	-	86,748	-	86,748
Net Cost of Operations	(1,763,893)	(18,576,676)	-	(20,340,569)	(6,051,561)	(17,592,499)	-	(23,644,060)
Net Change in Cumulative Results of Operations	1,364,208	15,317,718	-	16,681,926	(2,918,896)	5,668,324	-	2,749,428
Total Cumulative Results of Operations	$ 10,057,779	$ 62,444,759	$ -	$ 72,502,538	$ 8,693,571	$ 47,127,041	$ -	$ 55,820,612
Net Position	$ 10,057,779	$ 139,215,332	$ -	$ 149,273,111	$ 8,693,571	$ 49,990,908	$ -	$ 58,684,479

The accompanying notes are an integral part of these financial statements.

Financial Section

Financial Statements

DENALI COMMISSION
STATEMENT OF BUDGETARY RESOURCES
FOR THE YEARS ENDED SEPTEMBER 30, 2022 AND 2021
(In Dollars)

	2022	2021
Budgetary Resources:		
Unobligated Balance from Prior Year Budget Authority, Net	$ 4,050,990	$ 2,187,962
Appropriations	93,228,102	18,132,665
Spending Authority from Offsetting Collections	17,619,330	7,704,792
Total Budgetary Resources	$ 114,898,422	$ 28,025,419
Status of Budgetary Resources:		
New Obligations and Upward Adjustments (total)	$ 42,928,817	$ 26,208,151
Unobligated Balance, End of Year:		
Apportioned, Unexpired Accounts	71,969,605	1,660,944
Unapportioned, Unexpired Accounts	-	156,324
Unobligated Balance, End of Year (total)	71,969,605	1,817,268
Total Budgetary Resources	$ 114,898,422	$ 28,025,419
Outlays, Net and Disbursements, Net:		
Outlays, Net (total)	2,586,793	16,455,243
Agency Outlays, Net	$ 2,586,793	$ 16,455,243

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The accompanying notes are an integral part of these financial statements.

Financial Section

Financial Statements



DENALI COMMISSION
NOTES TO THE FINANCIAL STATEMENTS

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Reporting Entity

The Denali Commission was established under the Denali Commission Act of 1998 (P.L. 105-277, Division C, Title III), as amended and 42 U.S.C. Chapter 38, Sec. 3121. The Commission, a "designated" federal entity as published by the Office of Management and Budget under the Inspector General Act of 1978, functions as a unique federal-state-local partnership to address crucial needs of rural Alaskan communities, particularly isolated Native villages and other communities lacking access to the national highway system, affordable power, adequate health facilities and other impediments to economic self-sufficiency. The Denali Commission reporting entity is comprised of Trust Funds, General Funds, Special Funds and General Miscellaneous Receipts.

The Denali Commission is a party to allocation transfers with other federal agencies as a receiving (child) entity. Allocation transfers are legal delegations by one department of its authority to obligate budget authority and outlay funds to another department. A separate fund account (allocation account) is created in the U.S. Treasury as a subset of the parent fund account for tracking and reporting purposes. All allocation transfers of balances are credited to this account, and subsequent obligations and outlays incurred by the child entity are charged to this allocation account as they execute the delegated activity on behalf of the parent entity. Generally, all financial activity related to these allocation transfers is reported in the financial statements of the parent entity, from which the underlying legislative authority, appropriations and budget apportionments are derived. The Denali Commission receives allocation transfers, as the child, from the Federal Highway Administration under the Department of Transportation.

Trust Funds are credited with receipts that are generated by terms of a trust agreement or statute. At the point of collection, our receipts are unavailable until appropriated by the U.S. Congress. The Trust Fund in our financial statements includes the Trans-Alaska Pipeline Liability Fund (TAPL), which is managed by the U.S. Treasury Bureau of Fiscal Service, and assists the efforts to make bulk fuel tanks in Alaska EPA code-compliant.

General Funds are accounts used to record financial transactions arising under congressional appropriations or other authorizations to spend general revenues. Denali Commission manages two General Fund accounts.

Special Funds are receipt accounts credited with collections earmarked by law but included in the Federal funds group rather than classified as trust fund collections.

General Fund Miscellaneous Receipts are accounts established for receipts of non-recurring activity, such as fines, penalties, fees and other miscellaneous receipts for services and benefits.

B. Basis of Presentation

The financial statements have been prepared to report the financial position and results of operations of the Denali Commission. The Balance Sheet presents the financial position of the agency. The Statement of Net Cost presents the agency's operating results; the Statement of Changes in Net Position displays the changes in the agency's equity accounts. The Statement of Budgetary Resources presents the sources, status, and uses of the agency's resources and follows the rules for the Budget of the United States Government.

The statements are a requirement of the Chief Financial Officers Act of 1990 and the Government Management Reform Act of 1994. They have been prepared from, and are fully supported by, the books and records of the Denali Commission in accordance with the hierarchy of accounting principles generally accepted in the United States of America, standards issued by the Federal Accounting Standards Advisory Board (FASAB), Office of Management and Budget (OMB) Circular A-136, *Financial Reporting Requirements,* as amended, and the Denali Commission accounting policies which are summarized in this note. These statements, with the exception of the Statement of Budgetary Resources, are different from financial management reports, which are also prepared pursuant to OMB directives that are used to monitor and control the Denali Commission's use of budgetary resources. The financial statements and associated notes are presented on a comparative basis. Unless specified otherwise, all amounts are presented in dollars.

C. Basis of Accounting

Transactions are recorded on both an accrual accounting basis and a budgetary basis. Under the accrual method, revenues are recognized when earned, and expenses are recognized when a liability is incurred, without regard to receipt or payment of cash. Budgetary accounting facilitates the control and monitoring of federal funds as well as the compliance with legal requirements on the use of those funds.

D. Fund Balance with Treasury

FBWT is an asset of a reporting entity and a liability of the General Fund. It is the aggregate amount of the Denali Commission's funds with Treasury in expenditure, receipt, and deposit fund accounts. Appropriated funds recorded in expenditure accounts are available to pay current liabilities and finance authorized purchases.

The Denali Commission does not maintain bank accounts of its own, has no disbursing authority, and does not maintain cash held outside of Treasury. When the reporting entity seeks to use FBWT to liquidate budgetary obligations, Treasury will finance the disbursements in the same way it finances all other disbursements, which is to borrow from the public if there is a budget deficit (and to use current receipts if there is a budget surplus). Funds are disbursed for the agency on demand.

E. Accounts Receivable

Accounts receivable consists of amounts owed to the Denali Commission by other federal agencies and the general public. Amounts due from federal agencies are considered fully collectible. Accounts receivable from the public include reimbursements from employees. An allowance for uncollectible accounts receivable from the public is established when, based upon a review of

outstanding accounts and the failure of all collection efforts, management determines that collection is unlikely to occur considering the debtor's ability to pay.

F. Advances and Prepaid Charges

Advance payments are generally prohibited by law. There are some exceptions, such as reimbursable agreements, subscriptions and payments to contractors and employees. Payments made in advance of the receipt of goods and services are recorded as advances or prepaid charges at the time of prepayment and recognized as expenses when the related goods and services are received.

G. Liabilities

Liabilities represent the amount of funds likely to be paid by the Denali Commission as a result of transactions or events that have already occurred.

The Denali Commission reports its liabilities under two categories, Intragovernmental and With the Public. Intragovernmental liabilities represent funds owed to another government agency. Liabilities with the Public represent funds owed to any entity or person that is not a federal agency, including private sector firms and federal employees. Each of these categories may include liabilities that are covered by budgetary resources and liabilities not covered by budgetary resources.

Liabilities covered by budgetary resources are liabilities funded by a current appropriation or other funding source. These consist of accounts payable and accrued payroll and benefits. Accounts payable represent amounts owed to another entity for goods ordered and received and for services rendered except for employees. Accrued payroll and benefits represent payroll costs earned by employees during the fiscal year which are not paid until the next fiscal year.

Liabilities not covered by budgetary resources are liabilities that are not funded by any current appropriation or other funding source. These liabilities consist of accrued annual leave, actuarial FECA, and the amounts due to Treasury for collection and accounts receivable of civil penalties and FOIA request fees.

H. Annual, Sick, and Other Leave

Annual leave is accrued as it is earned, and the accrual is reduced as leave is taken. The balance in the accrued leave account is adjusted to reflect current pay rates. Liabilities associated with other types of vested leave, including compensatory, restored leave, and sick leave in certain circumstances, are accrued at year-end, based on latest pay rates and unused hours of leave. Funding will be obtained from future financing sources to the extent that current or prior year appropriations are not available to fund annual and other types of vested leave earned but not taken. Nonvested leave is expensed when used. Any liability for sick leave that is accrued but not taken by a Civil Service Retirement System (CSRS)-covered employee is transferred to the Office of Personnel Management (OPM) upon the retirement of that individual. Credit is given for sick leave balances in the computation of annuities upon the retirement of Federal Employees Retirement System (FERS)-covered employees.

I. Accrued and Actuarial Workers' Compensation

The Federal Employees' Compensation Act (FECA) administered by the U.S. Department of Labor (DOL) addresses all claims brought by the Denali Commission employees for on-the-job injuries. The DOL bills each agency annually as its claims are paid, but payment of these bills is deferred for two years to allow for funding through the budget process. Similarly, employees that the Denali Commission terminates without cause may receive unemployment compensation benefits under the unemployment insurance program also administered by the DOL, which bills each agency quarterly for paid claims. Future appropriations will be used for the reimbursement to DOL. The liability consists of (1) the net present value of estimated future payments calculated by the DOL, and (2) the unreimbursed cost paid by DOL for compensation to recipients under the FECA.

J. Retirement Plans

The Denali Commission's employees participate in either the CSRS or the FERS. The employees who participate in CSRS are beneficiaries of the Denali Commission's matching contribution, equal to seven percent of pay, distributed to their annuity account in the Civil Service Retirement and Disability Fund.

Prior to December 31, 1983, all employees were covered under the CSRS program. From January 1, 1984 through December 31, 1986, employees had the option of remaining under CSRS or joining FERS and Social Security. Employees hired as of January 1, 1987 are automatically covered by the FERS program. Both CSRS and FERS employees may participate in the federal Thrift Savings Plan (TSP). FERS employees receive an automatic agency contribution equal to one percent of pay and the Denali Commission matches any employee contribution up to an additional four percent of pay. For FERS participants, the Denali Commission also contributes the employer's matching share of Social Security.

FERS employees and certain CSRS reinstatement employees are eligible to participate in the Social Security program after retirement. In these instances, the Denali Commission remits the employer's share of the required contribution.

The Denali Commission recognizes the imputed cost of pension and other retirement benefits during the employees' active years of service. OPM actuaries determine pension cost factors by calculating the value of pension benefits expected to be paid in the future and communicate these factors to the Denali Commission for current period expense reporting. OPM also provides information regarding the full cost of health and life insurance benefits. The Denali Commission recognized the offsetting revenue as imputed financing sources to the extent these expenses will be paid by OPM.

The Denali Commission does not report on its financial statements information pertaining to the retirement plans covering its employees. Reporting amounts such as plan assets, accumulated plan benefits, and related unfunded liabilities, if any, is the responsibility of the OPM, as the administrator.

K. Other Post-Employment Benefits

The Denali Commission employees eligible to participate in the Federal Employees' Health Benefits Plan (FEHBP) and the Federal Employees' Group Life Insurance Program (FEGLIP) may continue to participate in these programs after their retirement. The OPM has provided the Denali Commission with certain cost factors that estimate the true cost of providing the post-retirement

benefit to current employees. The Denali Commission recognizes a current cost for these and Other Retirement Benefits (ORB) at the time the employee's services are rendered. The ORB expense is financed by OPM, and offset by the Denali Commission through the recognition of an imputed financing source.

L. Use of Estimates

The preparation of the accompanying financial statements in accordance with generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, and expenses. Actual results could differ from those estimates.

M. Reclassification

Certain fiscal year 2021 balances have been reclassified, retitled, or combined with other financial statement line items for consistency with the current year presentation.

N. Classified Activities

Accounting standards require all reporting entities to disclose that accounting standards allow certain presentations and disclosures to be modified, if needed, to prevent the disclosure of classified information.

NOTE 2. NON-ENTITY ASSETS

The Denali Commission Act of 1998 states that one of the purposes of the Commission is to deliver the services of the federal government in the most cost-effective manner practicable by reducing administrative and overhead costs. In the spirit of this legislation, the Commission has offered a service to other federal agencies whereby a federal agency may utilize the Commission to make payments to non-federal organizations in Alaska on the agency's behalf. No fee is collected for this service. Amounts received from the State of Alaska, but not disbursed, are recorded on the Balance Sheet in the Fund Balance with Treasury line and are offset by a liability on the Other Liabilities line. This balance is $224,885 and $266,154 as of September 30, 2022 and 2021, respectively.

NOTE 3. FUND BALANCE WITH TREASURY

Fund balance with Treasury account balances as of September 30, 2022 and 2021, were as follows:

	2022	2021
Status of Fund Balance with Treasury:		
Unobligated Balance		
Available	$ 71,969,605	$ 1,660,944
Unavailable	-	156,324
Obligated Balance Not Yet Disbursed	83,963,196	63,474,225
Temporary Sequestration-TAPL	337,503	337,503
Non-Budgetary FBWT	224,885	266,154
Total	$ 156,495,189	$ 65,895,150

No discrepancies exist between the Fund Balance reflected on the Balance Sheet and the balances in the Treasury accounts.

The available unobligated fund balances represent the current-period amount available for obligation or commitment. At the start of the next fiscal year, this amount will become part of the unavailable balance as described in the following paragraph.

The unavailable unobligated fund balances represent the amount of appropriations for which the period of availability for obligation has expired. These balances are available for upward adjustments of obligations incurred only during the period for which the appropriation was available for obligation or for paying claims attributable to the appropriations.

The obligated balance not yet disbursed includes accounts payable, accrued expenses, and undelivered orders that have reduced unexpended appropriations but have not yet decreased the fund balance on hand.

NOTE 4. ACCOUNTS RECEIVABLE

Accounts receivable balances as of September 30, 2022 and 2021, were as follows:

	2022	2021
Other than Intergovernmental Accounts Receivable	$ 499	$ 32
Total Other than Intragovernmental Accounts Receivable	$ 499	$ 32
Total Accounts Receivable	$ 499	$ 32

Historical experience has indicated that the majority of the receivables are collectible. There are no material uncollectible accounts as of September 30, 2022 and 2021.

NOTE 5. LIABILITIES NOT COVERED BY BUDGETARY RESOURCES

The liabilities for the Denali Commission as of September 30, 2022 and 2021, include liabilities not covered by budgetary resources. Congressional action is needed before budgetary resources can be provided. Although future appropriations to fund these liabilities are likely and anticipated, it is not certain that appropriations will be enacted to fund these liabilities.

	2022	2021
Intragovernmental – FECA	$ 1,355	$ 1,355
Unfunded Leave	195,248	172,075
Total Liabilities Not Covered by Budgetary Resources	$ 196,603	$ 173,430
Total Liabilities Covered by Budgetary Resources	7,025,974	7,037,273
Total Liabilities	$ 7,222,577	$ 7,210,703

Unfunded leave represents a liability for earned leave and is reduced when leave is taken. The balance in the accrued annual leave account is reviewed quarterly and adjusted as needed to accurately reflect the liability at current pay rates and leave balances. Accrued annual leave is paid from future funding sources and, accordingly, is reflected as a liability not covered by budgetary resources. Sick and other leave is expensed as taken.

NOTE 6. OTHER LIABILITIES

Other liabilities account balances as of September 30, 2022 were as follows:

	Current	Non Current	Total
Intragovernmental			
Employer Contributions and Payroll Taxes Payable (without reciprocals)	$ 6,832	$ -	$ 6,832
Employer Contributions and Payroll Taxes Payable	24,466	-	24,466
Unfunded FECA Liability	-	1,355	1,355
Total Intragovernmental Other Liabilities	$ 31,298	$ 1,355	$ 32,653
Other than Intragovernmental			
Accrued Funded Payroll and Leave	$ 110,714	$ -	$ 110,714
Other Liabilities w/Related Budgetary Obligations	6,633,586	-	6,633,586
Liability for Non-Fiduciary Deposit Funds and Undeposited Collections	224,885	-	224,885
Total Other than Intragovernmental Other Liabilities	$ 6,969,185	$ -	$ 6,969,185
Total Other Liabilities	$ 7,000,483	$ 1,355	$ 7,001,838

Other liabilities account balances as of September 30, 2021 were as follows:

	Current	Non Current	Total
Intragovernmental			
Employer Contributions and Payroll Taxes Payable (without reciprocals)	$ 4,844	$ -	$ 4,844
Employer Contributions and Payroll Taxes Payable	18,073	-	18,073
Unfunded FECA Liability	-	1,355	1,355
Total Intragovernmental Other Liabilities	$ 22,917	$ 1,355	$ 24,272
Other than Intragovernmental			
Accrued Funded Payroll and Leave	$ 84,869	$ -	$ 84,869
Other Liabilities w/Related Budgetary Obligations	6,578,392	-	6,578,392
Liability for Non-Fiduciary Deposit Funds and Undeposited Collections	264,929	-	264,929
Total Other than Intragovernmental Other Liabilities	$ 6,928,190	$ -	$ 6,928,190
Total Other Liabilities	$ 6,951,107	$ 1,355	$ 6,952,462

Accruals for Denali's mission of grant making are reflected as the Other Liabilities with related budgetary obligations. Non Fiduciary Deposit funds represent the State of Alaska funding.

NOTE 7. LEASES

Operating Leases

Denali Commission occupies office space under a lease agreement that is accounted for as an operating lease. Annual rent for each location is charged by the General Services Administration (GSA), which acts as the federal leasing agent. The lease term began on October 1, 2021 and expires on September 30, 2026. Lease payments are increased annually based on the adjustments for operating cost and real estate tax escalations. The total operating lease expense for fiscal years 2022 and 2021 were $372,002 and $436,196, respectively. Below is a schedule of future payments for the term of the lease.

	Asset Category	Totals	
Fiscal Year	Building	Federal	Non-Federal
2023	$ 419,711	$ 419,711	$ -
2024	419,881	419,881	-
2025	420,057	420,057	-
2026	420,237	420,237	-
Total Future Lease Payments	$ 1,679,886	$ 1,679,886	$ -

NOTE 8. FUNDS FROM DEDICATED COLLECTIONS

The Omnibus Consolidated and Emergency Supplemental Appropriations Act of 1999 established the annual transfer of interest from the Oil Spill Liability Trust Fund to the Denali Commission. The Coast Guard and the Environmental Protection Agency enlist the assistance of the Commission to help in bringing bulk fuel tanks in Alaska up to environmental and safety standards as set by the two agencies. The Commission accounts for and reports on the use of these funds separately through its annual budget execution reporting.

Schedule of Funds from Dedicated Collections as of September 30, 2022:

		Total Funds from Dedicated Collections (Consolidated)
Balance Sheet		
Intragovernmental		
Fund Balance with Treasury	$	11,922,431
Total Intragovernmental Assets		11,922,431
Total Assets	$	11,922,431
Other than Intragovernmental		
Other Liabilities	$	1,864,652
Total Other than Intragovernmental		1,864,652
Total Liabilities	$	1,864,652
Cumulative Results of Operations		10,057,779
Total Liabilities and Net Position	$	11,922,431
Statement of Net Cost		
Gross Program Costs	$	1,763,893
Net Program Costs		1,763,893
Net Cost of Operations	$	1,763,893
Statement of Changes in Net Position		
Cumulative Results of Operations		
Beginning Balance	$	8,693,571
Intragovernmental Non-Exchange Revenue:		
Transfers In/Out Without Reimbursement		3,128,101
Net Cost of Operations		(1,763,893)
Net Change in Cumulative Results of Operations		1,364,208
Cumulative Results of Operations: Ending	$	10,057,779
Net Position, End of Period	$	10,057,779

Financial Section

Financial Statements

Schedule of Funds from Dedicated Collections as of September 30, 2021:

		Total Funds from Dedicated Collections (Consolidated)
Balance Sheet		
Intragovernmental		
Fund Balance with Treasury	$	11,618,486
Total Intragovernmental Assets		11,618,486
Total Assets	$	11,618,486
Intragovernmental		
Accounts Payable	$	2,164
Total Intragovernmental Liabilities	$	2,164
Other than Intragovernmental		
Other Liabilities	$	2,922,751
Total Other than Intragovernmental		2,922,751
Total Liabilities	$	2,924,915
Cumulative Results of Operations		8,693,571
Total Liabilities and Net Position	$	11,618,486
Statement of Net Cost		
Gross Program Costs	$	6,051,561
Net Program Costs		6,051,561
Net Cost of Operations	$	6,051,561
Statement of Changes in Net Position		
Cumulative Results of Operations		
Beginning Balance	$	11,612,467
Intragovernmental Non-Exchange Revenue:		
Transfers In/Out Without Reimbursement		3,132,665
Net Cost of Operations		(6,051,561)
Net Change in Cumulative Results of Operations		(2,918,896)
Cumulative Results of Operations: Ending	$	8,693,571
Net Position, End of Period	$	8,693,571

NOTE 9. INTER-ENTITY COSTS

Denali Commission recognizes certain inter-entity costs for goods and services that are received from other federal entities at no cost or at a cost less than the full cost. Certain costs of the providing entity that are not fully reimbursed are recognized as imputed cost and are offset by imputed revenue. Such imputed costs relate to employee benefits and claims to be settled by the Treasury Judgement Fund. Denali Commission recognizes as inter-entity costs the amount of accrued pension and post-retirement benefit expenses for current employees. The assets and liabilities associated with such benefits are the responsibility of the administering agency, OPM. For the periods ended September 30, 2022 and 2021, respectively, inter-entity costs were as follows:

	2022	2021
Office of Personnel Management	$ 81,770	$ 86,748
Total Imputed Financing Sources	$ 81,770	$ 86,748

NOTE 10. UNDELIVERED ORDERS AT THE END OF THE PERIOD

As of September 30, 2022, budgetary resources obligated for undelivered orders were as follows:

	Federal	Non-Federal	Total
Unpaid Undelivered Orders	$ 3,861,332	$ 73,300,774	$ 77,162,106
Total Undelivered Orders	$ 3,861,332	$ 73,300,774	$ 77,162,106

As of September 30, 2021, budgetary resources obligated for undelivered orders were as follows:

	Federal	Non-Federal	Total
Unpaid Undelivered Orders	$ 2,755,703	$ 53,947,402	$ 56,703,105
Total Undelivered Orders	$ 2,755,703	$ 53,947,402	$ 56,703,105

NOTE 11. EXPLANATION OF DIFFERENCES BETWEEN THE SBR AND THE BUDGET OF THE U.S. GOVERNMENT

The President's Budget that will include fiscal year 2022 actual budgetary execution information has not yet been published. The President's Budget is scheduled for publication in February 2023 and can be found at the OMB Web site: *http://www.whitehouse.gov/omb/.* The 2023 Budget of the United States Government, with the "Actual" column completed for 2021, has been reconciled to the Statement of Budgetary Resources and there were no material differences.

In Millions

	Budgetary Resources	New Obligations & Upward Adjustments (Total)	Net Outlays
Combined Statement of Budgetary Resources	$ 28	$ 26	$ 16
Budget of the U.S. Government	$ 28	$ 26	$ 16

NOTE 12. RECONCILIATION OF NET COST TO NET OUTLAYS

The reconciliation of net outlays, presented on a budgetary basis, and the net cost, presented on an accrual basis, provides an explanation of the relationship between budgetary and financial accounting information.

Financial Section

Financial Statements

Reconciliation of Net Cost to Net Outlays as of September 30, 2022:

	Intragovernment	Other than Intragovernmental	Total
Net Operating Cost (SNC)	$ 1,934,689	$ 18,405,880	$ 20,340,569
Components of Net Cost Not Part of the Budgetary Outlays			
Increase/(Decrease) in Assets:			
Accounts Receivable, Net	-	467	467
(Increase)/Decrease in Liabilities:			
Accounts Payable	62,173	(23)	62,150
Federal Employee [and Veteran] Benefits Payable	-	(24,648)	(24,648)
Other Liabilities	(8,381)	(40,995)	(49,376)
Financing Sources:			
Imputed Cost	(81,770)	-	(81,770)
Total Components of Net Operating Cost Not Part of the Budgetary Outlays	$ (27,978)	$ (65,199)	$ (93,177)
Components of the Budget Outlays That Are Not Part of Net Operating Cost			
Financing Sources:			
Transfers Out (In) Without Reimbursements	(17,619,330)	-	(17,619,330)
Total Components of the Budget Outlays That Are Not Part of Net Operating Cost	$ (17,619,330)	$ -	$ (17,619,330)
Misc Items			
Non-Entity Activity	-	(41,269)	(41,269)
Total Other Reconciling Items	$ -	$ (41,269)	$ (41,269)
Total Net Outlays (Calculated Total)	$ (15,712,619)	$ 18,299,412	$ 2,586,793
Budgetary Agency Outlays, Net (SBR 4210)			
Budgetary Agency Outlays, Net			$ 2,586,793

Reconciliation of Net Cost to Net Outlays as of September 30, 2021:

	Intragovernment	Other than Intragovernmental	Total
Net Operating Cost (SNC)	$ 3,291,759	$ 20,352,301	$ 23,644,060
Components of Net Cost Not Part of the Budgetary Outlays			
Increase/(Decrease) in Assets:			
Accounts Receivable, Net	-	32	32
(Increase)/Decrease in Liabilities:			
Accounts Payable	699,441	71,977	771,418
Federal Employee [and Veteran] Benefits Payable	-	(4,196)	(4,196)
Other Liabilities	247,740	(232,321)	15,419
Financing Sources:			
Imputed Cost	(86,748)	-	(86,748)
Total Components of Net Operating Cost Not Part of the Budgetary Outlays	$ 860,433	$ (164,508)	$ 695,925
Components of the Budget Outlays That Are Not Part of Net Operating Cost			
Financing Sources:			
Donated Revenue	-	-	-
Transfers Out (In) Without Reimbursements	(7,704,793)	-	(7,704,793)
Total Components of the Budget Outlays That Are Not Part of Net Operating Cost	$ (7,704,793)	$ -	$ (7,704,793)
Misc Items			
Non-Entity Activity	-	(179,949)	(179,949)
Total Other Reconciling Items	$ -	$ (179,949)	$ (179,949)
Total Net Outlays (Calculated Total)	$ (3,552,601)	$ 20,007,844	$ 16,455,243
Budgetary Agency Outlays, Net (SBR 4210)			
Budgetary Agency Outlays, Net			$ 16,455,243

Other Accompanying Information

Denali Commission FY 2022 Work Plan

DENALI COMMISSION

Improving Lives Through Cost Effective, Sustainable Infrastructure Development

FY 2022 WORK PLAN

8 December 2021 - Approved by Dept of Commerce 20 January 2022

line	PROGRAM and TYPE of INVESTMENT	FY2022 FUNDING SOURCES		
		Base[a]	TAPL[b]	Total
1		**$11,000,000**	**$2,800,000**	**$13,800,000**
2	**Energy Reliability and Security**			
3	Diesel Power Plants	$2,900,000		$2,900,000
4	Interties			
5	Wind, Hydro, Biomass & Other Proven Renewables	$750,000		$750,000
6	Emerging Technologies			
7	Audits, TA, & Community Energy Efficiency Improvements	$375,000		$375,000
8	RPSU Maintenance & Improvement Projects[c]	$900,000		$900,000
9	**Subtotal**	**$4,925,000**		**$4,925,000**
10	**Bulk Fuel Safety and Security**			
11	New/Refurbished Facilities[d]		$1,500,000	$1,500,000
12	Maintenance & Improvement Projects		$700,000	$700,000
13	**Subtotal**	**$0**	**$2,200,000**	**$2,200,000**
14	**Village Infrastructure Protection**			
15		$500,000		$500,000
16	Should additional funds become available[e]	$5,000,000		$5,000,000
17	**Subtotal**	**$5,500,000**		**$5,500,000**
18	**Transportation**			
19		$1,000,000		$1,000,000
20	**Subtotal**	**$1,000,000**		**$1,000,000**
21	**Sanitation**			
22	Village Water & Wastewater	$1,500,000		$1,500,000
23	Solid Waste			
24	**Subtotal**	**$1,500,000**		**$1,500,000**
25	**Health Facilities**			
26		$750,000		$750,000
27	**Subtotal**	**$750,000**		**$750,000**
28	**Housing**			
29		$500,000		$500,000
30	**Subtotal**	**$500,000**		**$500,000**
31	**Broadband**			
32		$750,000		$750,000
33	Should additional funds become available[e]	$250,000		$250,000
34	**Subtotal**	**$1,000,000**		**$1,000,000**
35	**Workforce and Economic Development**			
36	Energy and Bulk Fuel	$375,000	$600,000	$975,000
37	Other	$700,000		$700,000
38	Should additional funds become available[e]	$2,000,000		$2,000,000
39	**Subtotal**	**$3,075,000**	**$600,000**	**$3,675,000**
40	**TOTALS**	**$18,250,000**	**$2,800,000**	**$21,050,000**
41	**Balance**	**-$7,250,000**	**$0**	

Notes:

a. Program funds available from the assumed overall FY2022 Energy & Water appropriation + prior year unobligated funds + anticipated recoveries

b. Assumed FY2022 principal and interest allocation + anticipated recoveries

c. Complement/leverage EPA DERA program, general facility and transmission line upgrades

d. Some priority given to projects on existing priority lists that are in environmentally threatened communities

e. Increases to category funding should the Commission receive additional resources

f. The Commissioners recommend the reestablishment of the Workforce Advisory Committee should additional resources be made available

g. Any current year or prior year Base, TAPL or other amounts that are not fully expended, or additional funds become available, may be reassigned by the Federal Co-Chair to other programs identified in the current year Work Plan, above and beyond the "Up To" amounts

Other Accompanying Information

Denali Commission FY 2022 – 2026 IIJA Work Plan

DENALI COMMISSION

Improving Lives Through Cost Effective, Sustainable Infrastructure Development

FY 2022- 2026 IIJA WORK PLAN
APPROVED BY DEPT OF COMMERCE 19 JULY 2022

line	PROGRAM and TYPE of INVESTMENT		INFRASTRUCTURE AND JOBS ACT FUNDING EACH FISCAL YEAR 2022 2026
1			*$12,750,000*
2	Energy Reliability and Security		
3		Subtotal	$1,000,000
4	Village Infrastructure Protection		
5		Subtotal	$1,000,000
6	Workforce Development		
7		Subtotal	$250,000
8	Infrastructure Fund		
9		Subtotal	$10,000,000
10	Emergency Funding		
11		Subtotal	$500,000
12		TOTALS	$12,750,000
13		TOTAL FOR FIVE YEARS	$63,750,000

Notes:
Any funds that are not fully expended or deobligated may be reassigned by the Federal Co-Chair to other programs identified in the current year Work Plan, above and beyond the "Up To" amounts

Other Accompanying Information

Financial Management Trends

As a micro agency, the Commission continues to expand use of the services of the Administrative Resource Center (ARC) under the US Treasury, Fiscal Service. These services, which include Travel, Finance, Human Resources and Procurement, allow for our independent agency to continue to meet all federal mandates despite our reduced staff level. ARC has served, and continues to serve, as a cost-effective solution to operational budget challenges during times of decreased appropriations. In a professional manner, ARC ensures that our agency still maintains high quality and exceptional performance in all of our management systems. We look forward to many more years of partnership with this federal Center of Excellence.

Summary of Material Weaknesses, Non-Conformances, and Corrective Action Plans

For FY 2022, the Commission received an unmodified opinion in its annual financial audit. The results of this audit found that the Commission's financial statements as of and for the fiscal years ended September 30, 2022, and 2021, were presented fairly, in all material respects, in accordance with U.S. generally accepted accounting principles; the Commission's internal control over financial reporting was effective for the fiscal year ended September 30, 2022; and no reportable noncompliance for fiscal year 2022 with provisions of applicable laws, regulations, contracts, and grant agreements we tested.

For FY 2021, the Commission received an unmodified opinion in its annual financial audit. The results of this audit found that the Commission's financial statements as of and for the fiscal years ended September 30, 2021 and 2020, were presented fairly, in all material respects, in accordance with U.S. generally accepted accounting principles; the Commission's internal control over financial reporting was effective for the fiscal year ended September 30, 2021; and no reportable noncompliance for fiscal year 2021 with provisions of applicable laws, regulations, contracts, and grant agreements we tested.

Other Accompanying Information

Improper Payments Report

On July 22, 2010, the President signed into law the Improper Payments Elimination and Recovery Act (IPERA). IPERA amended the Improper Payments Information Act of 2002 (IPIA) and generally repealed the Recovery Auditing Act. OMB has supplied implementing direction on IPERA which requires:

- Review all programs and activities and identify those that are susceptible to significant improper payments.

  Because of its small size, Denali Commission has assessed all its grant programs and acknowledges that all are susceptible to improper payments as defined by the IPERA. However, none of the Commission's program meet the threshold of 'significant improper payment' defined in Section 57 of OMB Circular A-11, which would be both 1.5 percent of program outlays and $10,000,000 of all program or activity payments during the fiscal year. And none of the agency's grant programs are funded at $100,000,000.

- Obtain a statistically valid estimate of the annual number of improper payments in programs and activities for those programs that are identified as susceptible to significant improper payment.

  The Commission has assessed all of its grant programs and finds that none of the programs or activities reach the definition of 'significant improper payments.

- Implement a plan to reduce improper payments.

  This requirement does not apply to the Commission, as no programs or activities were identified with the conditions above.

- Report estimates of the annual number of improper payments in programs and activities and progress in reducing them.

  The Commission is not required to report on this component.



Garrett Boyle
Federal Co-Chair

Other Accompanying Information

Inspector General's Perspective on Management and Performance Challenges Facing the Denali Commission

Denali Commission

Top Management and Performance Challenges Fiscal Year 2023



FINAL REPORT
November 14, 2023
Report No. 2023-03
Denali Commission
Office of Inspector General

Other Accompanying Information

Inspector General's Perspective on Management and Performance Challenges Facing the Denali Commission

DENALI COMMISSION
OFFICE OF INSPECTOR GENERAL
ANCHORAGE, ALASKA 99501

INSPECTOR GENERAL

DATE: November 14, 2022

TO: Garrett Boyle
Federal Co-Chair, Denali Commission

Roderick H. Fillinger
Digitally signed by Roderick H. Fillinger
Date: 2022.11.14 13:30:44 -05'00'

FROM: Roderick H. Fillinger
Inspector General

SUBJECT: *Top Management and Performance Challenges Fiscal Year 2023*

In accordance with the Reports Consolidation Act of 2000, this memorandum transmits the Inspector General's summary of the top management and performance challenges facing the Commission and briefly assesses management's progress in addressing these challenges.

I have identified three management and performance challenges: (1) continued enhancement of information systems and cybersecurity, including implementation of trusted internet connections; (2) long term grants monitoring and annual evaluation plan to demonstrate the value of the Commission; and (3) strategic human capital management, including succession planning. These challenges were identified based on audit work performed by the Office of Inspector General, input from Commission management, and knowledge of the Commission's programs and operations. I appreciate management's strong commitment in addressing these challenges and welcome comments to this report.

I will continue to work with you and management to reassess the goals of our office to ensure that my focus continues to remain on the most important risks and priorities of the Commission. I remain committed to keeping you and the Commission's other decision-makers informed of problems identified through our audits, evaluations, and investigations so that timely corrective actions can be taken.

I appreciate the cooperation received from the Commission and look forward to working with you in the coming months. If you have any questions concerning this report, please contact me at (907) 271-3500.

cc: John Whittington, General Counsel
Elizabeth Flowers, Senior Financial Officer

Other Accompanying Information

Inspector General's Perspective on Management and Performance Challenges Facing the Denali Commission

Top Management and Performance Challenges
Page 3

Challenge 1: Continue Enhancement of Information Systems and Cybersecurity, Including Implementation of Trusted Internet Connection

The Commission continues to adapt its network to meet changing security needs while also providing the necessary technological resources and tools to its staff and stakeholders to conduct its mission in a remote working environment. Several security enhancements to the network and applications in use on the network were strengthened during this past fiscal year. The Commission continues to aggressively address the opportunities for strengthening the overall security of its information technology systems identified in the Federal Information Security Management Act (FISMA) audit.

The challenges continuing to confront the Commission arise from the difficulties in applying the requirements of FISMA to a micro-agency like the Commission. Both in terms of human capital and technological resources, implementation costs of all the necessary security measures and programs to achieve a maturity level of "five" – "Optimized," exceed the resources currently available. This scarcity is not limited to Commission resources. It also arises from the lack of technological and communication infrastructure available geographically within Alaska. The Commission has, however, defined the necessary information security and systems needed to continue improving while managing the risks inherent in its systems. The challenge confronted is managing risk at an acceptable level and identifying the available systems and available technology to improve cybersecurity and information systems without any diminution to the Commission's ability to fulfill its mission.

A significant challenge that remains is that of implementing the trusted internet connections (TIC) initiative. Under OMB M-19-26, Update to the Trusted Internet Connections (TIC) Initiative, which required Chief Information Officers at agencies to maintain an accurate inventory of agency network connections, including details on the service provider, cost, capacity, traffic volume, logical/physical configurations, and topological data for each connection in the event OMB, DHS, or others request this information to assist with government-wide cybersecurity incident response or other cybersecurity matters. We understand through discussions with management that the Commission has twice extended requests for proposals seeking a contractor to provide the necessary infrastructure and expertise to meet this requirement.

Under the Denali Commission Act of 1998, section 305, Powers of the Commission, allows the Commission to secure directly from any Federal department or agency such information as it considers necessary to carry out the provisions of this Act, including providing information to the Commission and procuring services and personnel from other Federal agencies. We recommend the Commission consider using this authority to request assistance from other Federal agencies who have already implemented TIC within the geographical boundaries of Alaska to assist the Commission in implementing the requirements. Additionally, the Commission should document the formal requests of such assistance to document the efforts of the Commission went to comply with the requirements of the initiative. Lastly, we recommend the Commission issue periodic RFPs until such time that a vendor responds to provide such services.

Other Accompanying Information

Inspector General's Perspective on Management and Performance Challenges Facing the Denali Commission

Top Management and Performance Challenges
Page 4

Challenge 2: Long Term Grants Monitoring and Annual Evaluation Plan to Demonstrate the Value of the Commission

In 1998, the Denali Commission Act established the Commission as a federal agency with the statutory purpose of providing to rural areas of Alaska job training and economic development services, rural power generation and transmission facilities, modern communications systems, water and sewer systems, and other infrastructure needs. The Commission has awarded more than $2 billion in federal grants to help develop remote communities, funding more than 1,400 projects across various programs, including energy, transportation, and health care. Between FYs 2004 and 2008, on average the Commission received nearly $130 million in total funding per fiscal year. Since then, the Commission experienced a significant decrease in funding in recent fiscal years, from receiving about $141 million in FY 2006 to about $25 million in FY 2019, a decrease of approximately 82 percent. This reduced level of funding has been reversed in the recently passed infrastructure bill providing for a one-time appropriation of $75 million.

With both the increase in funding and the expanded scope of potential grant-funded endeavors, the Commission faces the challenge of determining the most strategic, cost- effective, and impactful manner to carry out its mission. The Commissioners are considering alternative approaches. The challenge will be to identify the presence of current risks, as well as the possibility of new risks moving forward. The challenge is also presented to have adequate human capital capacity to effectively manage the program. Measuring the extent to which the Commission has sufficient staff, knowledge, and technical skills to effectively meet its program goals must be part of any programmatic implementation. A lack of training and skill could adversely limit appropriate grant oversight.

Additionally, the Commission should be aware of risks, emerging issues, or new challenges that this growth creates for state partners and grantees that could negatively impact program performance. The Commission should have a framework to continually assess, identify and monitor risk in the performance of its grant management activities to ensure that grantees have, and maintain, the necessary capacity to effectively administer larger or more numerous awards to achieve program goals.

An annual evaluation plan would assist Commission management in demonstrating the effectiveness of the grants selected for funding and the value of the Commission. Effectively, what the Commission needs to be able to demonstrate is that the Commission's experience with a wide variety of solutions to economic and environmental issues throughout Alaska and the Arctic Circle, provides American taxpayers with a significant return on investment through the continued and even enhanced funding of the Commission.

One example of how this demonstration might be made is through a cost benefit analysis showing the expense of other Federal agencies completing work in Alaska without the coordination and expertise of the Commission. Through MAP 21 authority, the Commission has

Other Accompanying Information

Inspector General's Perspective on Management and Performance Challenges Facing the Denali Commission

begun to spend budgetary resources on the behalf of other Federal agencies. While this is a good first step, management should continue to actively pursue these opportunities. Management should also consider the development of performance metrics to show the value the Commission can provide. For instance, developing what would be the additional costs another Federal agency would have had to incur to be able to implement programs that the Commission could implement on their behalf. Further metrics could include how the Commission was better able to leverage knowledge and experience to make the budgetary dollars go further. In other words, the Commission was able to do more because of presence and knowledge. This in turn could be described to other agencies on the value of being able to do more with less by employing the Commission.

Further, the Commission should leverage its current Grants Monitoring process to provide statistics on the positive impact of previous grants. The Commission should consider performance bench-marking analysis of other grant making agencies within the Federal government. Through consideration of this bench-marking process, the Commission can highlight what it does best and develop improvement plans for areas that the Commission is falling behind. We recommend the development of the bench-marking attributes to mirror the items included in its considered course of actions.

Challenge 3: Strategic Human Capital Management

This challenge relates to management's stewardship of its human capital. With respect to the Commission's staff, a significant management challenge is maintaining a well-trained, sustainable workforce while facing challenges in retirement eligibilities, succession planning and training, and diversity. The Commission relies heavily upon subject matter experts in its programmatic areas. Employees are its most valuable asset. Because of the heavy reliance on these subject matter experts, the Commission's success depends greatly on its ability to recruit, retain, and develop a capable workforce, including the ability to effectively have knowledge transfer upon the departure of a key individual. Because it is a very small agency, changes in the workforce—such as the retirement or departure of key management and senior employees—must be accounted and planned for to avoid undue disruption to Commission functions. Planning ensures that institutional knowledge and experience are passed on, and the reliance upon subject matter experts remains a strength, rather than a liability for the Commission. Workforce training and development takes a significant investment of resources, but ensures that the Commission maintains a vital, experienced staff. This is a challenge in a unique way for a Commission as small as the Denali Commission because of the need to rely upon single individuals for several areas of expertise and mission delivery.

Succession planning particularly presents a management challenge considering the size of the Commission and the limits placed statutorily upon administrative expenses. Management should consider documentation of various duties of positions in the Commission to facilitate knowledge transfer and minimize the loss of intellectual capital that leaves with departed employees in the future. As part of the documentation process, management should consider

Other Accompanying Information

Inspector General's Perspective on Management and Performance Challenges Facing the Denali Commission

developing succession planning for each function within the organization. This documentation could help the transition process as new members are brought up to speed on core duties. Additionally, this documentation would reduce the amount of "institutional knowledge" that leaves the organization.

We note that there are only two members of the Finance group. If either of these two people were to leave the Commission, management would likely be overwhelmed, and with limited remaining staff internal controls deficiencies would arise. Specifically, there would be a segregation of duties issue that could be created such that the Commission would be more susceptible to accounting errors or misappropriation of assets (both internal and external). While we are specifically addressing our concerns related to the finance function of the Commission, the diminishing staff and related internal control impact will affect all areas of the Commission (grant origination, grants monitoring, etc.). Documentation and development of succession planning can facilitate long term strategic planning (see Management Challenge 2).

In addition to the ongoing challenge of workforce development and retention, the Commission must continually assess and deploy strategies to reach its goals for diversity and inclusion. It can do this by using various tools that identify and reduce potential barriers to diversity and inclusion, enhance outreach, evaluate the Commission's recruitment data to use when vacancies do arise, and heighten awareness through programs that support diversity and inclusion.

Federal Co-Chair Response to Inspector General's Perspectives on Management and Performance Challenges Facing the Denali Commission, November 2022

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November 14, 2022

Memorandum

To: Roderick H Fillinger, Inspector General

From: Garrett Boyle, Federal Co-Chair

Subject: Response to Top Management and Performance Challenges Fiscal Year 2023

I have reviewed your letter regarding management challenges for FY 2023 and broadly concur with your comments.

Challenge #1 – Continue Enhancement of Information Systems and Cybersecurity, Including Implementation of Trusted Internet Connection: Similar to my comments from last year, it has been difficult for the agency to meet all the cybersecurity mandates put in law and by the Administration. As a micro-agency, the Commission has limited resources, and has not been able to devote the significant amount of funding necessary to meeting those goals. I agree that the administrative expenses cap has contributed to those challenges and requested a separate line-item appropriation in the amount of $1 million in the FY22 budget request in order to bring the Commission into compliance. However, that was not provided by the administration, and I did not repeat the request this year. The Commission is still facing procurement challenges when it comes to securing a trusted internet connection but is working through those.

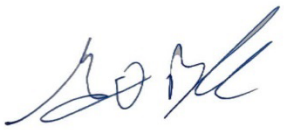
Challenge #2 – Long Term Grants Monitoring and Annual Evaluation Plan to Demonstrate the Value of the Commission: I agree long-term monitoring of grants is a challenge. The fluctuating level of funds flowing into the Commission makes it difficult to strike the exact right balance between adequate staffing levels and over-staffing. Creating a monitoring framework and evaluation plan would likely benefit the Commission, both in terms of grant monitoring and compliance for the Commission, and to prove to potential partner agencies the Commission's efficacy.

Challenge #3 – Strategic Human Capital Management: I agree that maintaining a safe, well-trained, sustainable workforce in the face of retirement and general turnover is a challenge. The federal hiring process can take a long time, so unless staff provide several months' notice, it is difficult to have a successor in place prior to a departure. I concur that the Commission could likely improve its succession planning efforts. While it is never desired that a quality employee depart, it is good to be prepared for that inevitable scenario. The Commission must also keep a lean staff to: one, strive to meet the 5 percent cap on administrative funds; and two, ensure that the Commission's funding goes to meet

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our statutory purpose to the greatest degree practicable. To recruit and retain a quality workforce, as well as reduce administrative costs, I have authorized permanent telework for all employees, which will provide staff greater flexibility and is something that is unanimously regarded as a perk among current staff. I also have offered compressed work schedules, so staff may now choose to work 4 10-hour days, rather than 5 8-hour days per week, or a 9/80 work schedule.

Sincerely,



Garrett Boyle
Federal Co-Chair
Denali Commission