

## MEMORANDUM

To: Mayor Osterback and Assembly

From: Anne Bailey, Borough Administrator

Date: September 3, 2020

### Re: Quarter 2 – Aleutians East Borough Strategic Plan Update

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The Aleutians East Borough (Borough) conducted a Planning Work Session on December 10 and 11, 2019, to help identify projects and initiatives that would be included on the Borough's Strategic Plan. Representatives from the communities, outside stakeholders, and members of the public were in attendance and actively engaged in conversations about the Borough's role in community projects.

Mayor Osterback, staff, and PGS consultants defined which projects would be part of the Borough's strategic plan for one year beginning March 1, 2020 and ending February 28, 2021 based on the information shared to the Assembly during the work session. Many of the projects identified on the plan are currently being pursued or actively being completed. The plan also defines project leads, quarterly project outcomes, and year-end targets. This will ensure accountability and transparency through the next year of project activities. The Assembly approved Resolution 20-47 at the February 13, 2020 Assembly meeting, which approved the projects and initiatives identified on the Borough Strategic Plan.

An overview of the work accomplished during the second quarter of the strategic plan can be found below and on the attached Vision Navigation Chart. Please note, that COVID-19 has delayed some of projects; however, a lot has been accomplished during Quarter 2.

- **Fisheries Advocacy 2020**
  - A.1.1 Sideboard Response Plan Completed has been completed.
  - A.1.2 Stakeholder Engagement Initiated has been completed.
  - A.1.3 Limited Entry Options Researched has been completed.
  - A.1.4 Funding Needs Assessed has been completed.
  - A.1.5 Limited Entry White Paper Completed has been moved to the third quarter. This task will require wider collaboration with staff and other experts.
  - A.1.6 State Water Options Researched has been completed.
  - A.1.7 Federal Fisheries Advocacy Defined has been completed.

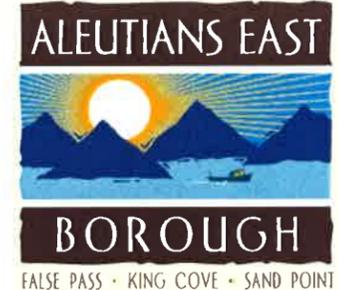
- A.1.8 Funding Allocated has been completed.
- **Fisheries Research**
  - A.2.1 Potential Funding Sources Identified was completed during Q1.
  - A.2.2 Funding for Tagging Study Obtained was moved to Q3 and has been partially completed.
  - A.2.3 Field Work for Tagging Study Completed will be completed in 2021 during the next strategic planning session and has been removed from this planning cycle.
  - A.2.4 Tagging Proposal & Expectations Finalized has been partially completed and will be moved to Quarter 3.
  - A.2.5 Potential List of Projects/Proposals/Issues Created has been partially completed and will be moved to Quarter 3.
  - A.2.6 Survey Project Proposal & Budget Developed will remain in Q3 and has been partially completed.
- **Board of Fisheries**
  - A.3.1 BoF Options Researched has been completed.
  - A.3.2 BoF Options Considered has been completed.
  - A.3.3 Stakeholder Group Established will not be completed during Q2. After further discussion we have removed this from the strategic plan until a major need arises.
- **Government & Policy Advocacy**
  - Due to COVID-19, Administration would like to remove B.1.1 False Pass Airport Response Plan Initiated; B.1.3 False Pass Airport Response Plan Completed; B.1.4 Community Visit Schedule Established; B.1.5 Community Visits Completed from our 2020-2021 Strategic Plan and revisit this during the 2021-2022 planning cycle.
  - B.1.2 Marine Highway Narrative Created has been moved to Quarter 3.
- **Airline Advocacy**
  - B.2.1 EAS Compliance Expectations Established was completed in Q1.
  - B.2.2 Airline Impact Narrative Initiated and B.2.3 EAS Compliance Assessment Completed have been completed.
- **Marine Infrastructure**
  1. Akun Dock & Breakwater
    - C.1.1 Feasibility Options Researched was completed in Q1.
    - C.1.2 Partnerships Established was moved to Q2 and is now completed.
    - C.1.3 Feasibility Option Selected was completed in Q1.
    - C.1.4 Funding Secured has been completed.
  2. Nelson Lagoon Dock Repair:

- C.2.1 Additional Funding Secured was completed in Q1.
  - C.2.2 Notice to Proceed Delivered was completed in Q1.
  - C.2.3 Dock Repair Initiated was completed in Q1.
  - Due to COVID-19 this project has been postponed; therefore, C.2.4 Dock Repair Completed and C.2.5 Dock Project Closed Out has been moved to the next strategic planning cycle.
3. Akutan Harbor
- C.3.3 Beaches Cleaned has been removed from the plan. This work no longer needs to be completed.
  - Due to COVID-19 and other priorities this entire track has been move to the next strategic planning cycle.
4. Cold Bay Dock Repairs
- Due to COVID-19 and other priorities work on this project have not occurred. Administration would like work on this and suggests moving the Q1 objectives to Q4 and move the remainder of the items to the next planning cycle.
- **Diversification of Natural Resources**
    - D.1 Permit Design for ESA Amended was completed in Q1.
    - D.2 Akutan/AEB Mariculture Plan has been partially completed and has been moved to Quarter 3.
    - D.3 Equipment & Gear Needs Identified & Acquisition Plan Created has been partially completed and has been moved to Quarter 3.
    - D.4 Potential Alternative Natural Resource Opportunities Identified has been partially completed and has been moved to Quarter 3.
    - D.5 Gear Acquisition Plan Executed will be completed in 2021 during the next strategic planning session and has been removed from this planning cycle.
    - D.6 Stakeholder Outreach Strategy Identified has been partially completed and has been moved to Q3.
  - **Cold Bay Clinic**
    - E.1 Bid Documents Completed was completed in Q1.
    - E.2 Bid Package Advertised has been moved to Q3.
    - E.4 DOT Building Permit issued has been completed.
    - Due to COVID-19, this project has been postponed. Therefore, E.3 Contractor Selected and E.5 Construction Initiated has been moved to Quarter 4 and E.6 Construction Completed has been moved to the next planning cycle.
  - **Borough Property Management**
    1. Cold Bay School
      - F.1.1 Options for Disposal Researched has been partially completed and will move to Quarter 3.

- F.1.2 Steps to Transfer/Demolish Identified has been moved to Q4.
  - F.1.3 Transfer of Demolition Initiated and F.1.4 Transfer or Demolition Completed have been moved to the next planning cycle.
2. Nelson Lagoon Apartment
- Due to time and resources Administration would like to remove this from our 2020-2021 Strategic Plan and revisit this during the 2021-2022 planning cycle.
- **Deferred Maintenance**
    - Due to time and resource Administration would like to remove G.1 Funding Needs Assessed, G.2 Funding Appropriated, G.4 KC School Repairs Completed, and G.5 Deferred Maintenance Schedule Created from our 2020-2021 Strategic Plan and revisit this during the 2021-2022 planning cycle.
    - G.3 Sand Point School Door Replacement Completed will be moved to Q4.
  - **Sand Point School**
    - This entire track has been completed. The grant was submitted to the State on ?. Congrats to Mary, Emil, DOWL and the others who were able to complete this by the grant deadline.
  - **Climate Change**
    - Due to time and resources Administration would like to remove this from our 2020-2021 Strategic Plan and revisit this during the 2021-2022 planning cycle.
  - **Harbor Float System Sand Point & Akutan**
    - This entire track has been completed. A Port Infrastructure Development Program Grant and a State Harbor Facility Grant have been submitted.
  - **Retention Schedule**
    - 1.1.1 Retention Scheduled Compliance Plan has been partially completed and moved to Quarter 3.
    - 1.1.2 Retention Schedule compliance Plan executed and 1.13 Retention Compliance Training Designed have been moved to Q4.
    - 1.1.4 All Borough Staff Have Completed Retention Schedule Training and 1.15 Retention Schedule Compliance Plan Completed have been removed from the 2020-2021 Strategic Plan and moved to the 2021-2022 planning cycle.
  - **HR Tools (Employee Handbook)**
    - 1.2.1 Employee Handbook Travel Policy Completed has been moved to Quarter 2.
    - 1.2.2 Rough Draft Employee Handbook Presented to the Assembly has been moved to Quarter 4.
    - 1.2.3 Employee Handbook Approved to Assembly; 1.2.4 Employee Handbook Training Completed and 1.2.5 Employee Handbook Update Completed have been

removed from the 2020-2021 Strategic Plan and moved to the 2021-2022 planning cycle.

- **Policy & Procedure Consistency**
  - 2.1 Employee Policies & Procedures Inventoried has been completed.
  - 2.2 Borough Policies & Procedures Inventoried; 2.3 Needed Changes Identified, which has been partially completed; New Policies & Procedures Identified will move to Q4.
  - 2.5 Policy & Procedure Changes Prioritized and 2.6 Critical Policies Implemented have been removed from the 2020-2021 Strategic Plan and moved to the 2021-2022 planning cycle.
  
- **Borough Property Maintenance Policy & Procedure**
  - 3.1 Borough Maintenance Process Assessed has been moved to Quarter 3.
  - 3.2 Borough & School District Coordination Meeting Completed and 3.3 Needed Policies & Procedures Identified have been moved to Q4.
  - 3.4 Draft Partnership Agreements Written; 3.5 Partnership Agreements Approved and 3.6 Maintenance Roles & Responsibilities Assumed have been removed from the 2020-2021 Strategic Plan and moved to the 2021-2022 planning cycle.
  
- **PR & Marketing Assessed**
  - 4.1 Marketing & Media Assessed has been completed.
  - 4.2 Change & Improved Plan Developed has been partially completed; 4.3 Funding Needs Assessed and 4.4 Potential PR & Marketing Alternatives Identified have been moved to Quarter 3.
  - 4.5 Funding Allocated and 4.6 Change & Improvement Plan Initiated have been moved to Q4.



**Vision Navigation®  
Chart #1**  
03/01/20 - 02/28/21

**Purpose:**  
To ensure the standard of living, well-being & future of our communities

**Our Vision:**  
Healthy People, Healthy Schools, Healthy Communities

- ✦ Diversification of industry including our natural resources & community flexibility for borough stability
- ✦ Healthy people with a strong cultural identity
- ✦ Our schools & community are providing quality education including secondary education & vocational skills within the communities
- ✦ Planned infrastructure projects completed
- ✦ Availability, utilization & development of connectivity (physical & electronic)

- TA Tina Anderson
- AB Anne Bailey
- CL Charlotte Levy
- AO Alvin Osterback
- LT Laura Tanis
- MT Mary Tesche
- EW Ernie Weiss

9/3/2020

<b>A.1 Fisheries Advocacy 2020 - Ernie Weiss</b> Sideboard response plan completed A.1.1 EW Stakeholder engagement initiated A.1.2 EW Limited entry options researched A.1.3 EW Funding needs assessed A.1.4 EW Limited entry white paper completed A.1.5 EW State water options researched A.1.6 EW Federal fisheries advocacy defined A.1.7 EW Funding allocated A.1.8 AB State water options white paper completed A.1.9 EW Borough stance on limited entry established A.1.10 EW			
<b>A.2 Fisheries Research - Charlotte Levy</b> Potential sources of funding identified A.2.1 CL Funding for tagging study obtained A.2.2 CL Field work for tagging study completed A.2.3 CL Tagging proposal & expectations finalized A.2.4 CL Potential list of projects/proposals/issues created A.2.5 CL Survey project proposal & budget developed A.2.6 CL Survey project field work completed A.2.7 CL Tagging project results presented A.2.8 CL			
<b>A.3 Board of Fisheries - Ernie Weiss</b> BoF options researched A.3.1 EW BoF options considered A.3.2 EW Stakeholder group established A.3.3 EW BoF action plan(s) initiated A.3.4 EW BoF action monitored A.3.5 LT			
05/31/20	08/31/20	11/30/20	02/28/21

**Strategic Initiative A.1:**  
Fisheries Advocacy 2020  
 • Protect & strengthen our existing fisheries  
**3-Year Goal:**  
 • Maintain & protect existing ground fisheries  
**1-Year Target:**

**Strategic Initiative A.2:**  
Fisheries Research  
 • To have a supplementary survey in the western gulf for ground fish  
**3-Year Goal:**  
 • Complete a genetic & tagging study on western gulf pacific cod  
**1-Year Target:**

**Strategic Initiative A.3:**  
Board of Fisheries  
 • Protect & strengthen our existing fisheries  
**3-Year Goal:**  
 • Board of Fisheries strategies in place  
**1-Year Target:**

<b>B.1 Government &amp; Policy Advocacy - Alvin Osterback</b> False Pass Airport response plan initiated B.1.1 AB Marine highway narrative created B.1.2 LT False Pass Airport response plan completed B.1.3 AB Community visit schedule established B.1.4 AB Community visits completed B.1.5 AB State & Federal legislative agenda defined B.1.6 AO			
<b>B.2 Airline Advocacy - Alvin Osterback</b> EAS compliance expectations established B.2.1 MT Airline impact narrative initiated B.2.2 LT EAS compliance assessment completed B.2.3 MT Airline impact narrative completed B.2.4 LT Meetings with airlines completed B.2.5 AB			
05/31/20	08/31/20	11/30/20	02/28/21

**Strategic Initiative B.1:**  
Government & Policy Advocacy  
 • Continue influencing legislation & policy action that promotes the interests of the AEB & region  
**3-Year Goal:**  
 • Complete strategic action that strengthens the AEB position in the Local, State, & Federal arena  
**1-Year Target:**

**Strategic Initiative B.2:**  
Airline Advocacy  
 • To improve air service throughout the region  
**1-Year Target:**

<b>C.1 Akun Dock &amp; Breakwater - Anne Bailey</b> Feasibility options researched C.1.1 AB Partnerships established C.1.2 AB Feasibility option selected C.1.3 AB Funding secured C.1.4 AB Feasibility agreements signed C.1.5 AB Feasibility study initiated C.1.6 AB			
<b>C.2 Nelson Lagoon Dock Repair - Anne Bailey</b> Additional funding secured C.2.1 AB Notice to proceed delivered C.2.2 AB Dock repair initiated C.2.3 AB Dock repair completed C.2.4 AB Dock project closed out C.2.5 AB			
<b>C.3 Akutan Harbor - Mary Tesche</b> Property owners identified C.3.1 MT Beaches cleaned C.3.3 MT Primary property owner determined C.3.2 MT Close out request initiated C.3.4 AB Invoice from corps received C.3.5 AB Property transfers initiated C.3.6 MT Close out funding strategy identified C.3.7 AB Close out funding strategy initiated C.3.8 AB Property transfers complete C.3.10 MT Project close out completed C.3.11 MT			
<b>C.4 Cold Bay Dock Repairs - Anne Bailey</b> Reconnaissance study outcome targets identified C.4.1 AB Document completed & work to date consolidated C.4.2 AB Scope of work drafted C.4.3 AB RFP/RFP written C.4.4 AB RFP/RFP issued C.4.5 AB Consultant hired C.4.6 AB Reconnaissance study initiated C.4.7 AB			
05/31/20	08/31/20	11/30/20	02/28/21

**Strategic Initiative C.1:**  
Marine Infrastructure - Akun Dock & Breakwater  
 • Feasibility study for project completed  
**3-Year Goal:**  
 • Akun Dock & Breakwater feasibility study initiated  
**1-Year Target:**

**Strategic Initiative C.2:**  
Marine Infrastructure - Nelson Lagoon Dock Repair  
 • Final repairs on the Nelson Lagoon dock completed  
**1-Year Target:**

**Strategic Initiative C.3:**  
Marine Infrastructure - Akutan Harbor  
 • Akutan Harbor project closed  
**1-Year Target:**

**Strategic Initiative C.4:**  
Marine Infrastructure - Cold Bay Dock Repairs  
 • Complete reconnaissance study  
**2-Year Goal:**  
 • Reconnaissance study initiated  
**1-Year Target:**

*moved A.2.3 to 2021-2022 planning cycle*

*Removed A.3.3 from the plan*

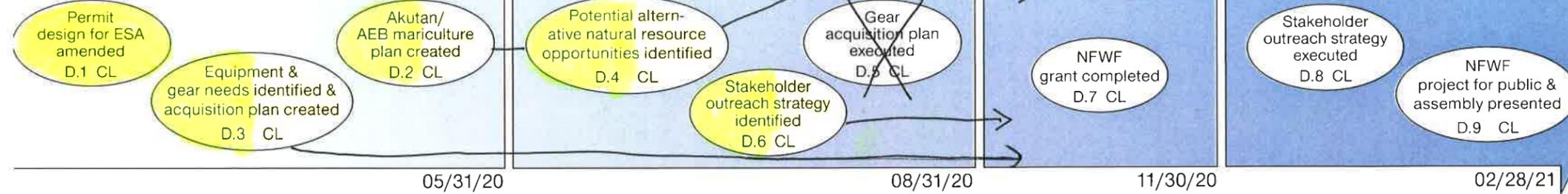
*moved B.1.1, B.1.3, B.1.4 + B.1.5 to 2021-2022 planning cycle*

*moved C.2.4 + C.2.5 to 2021-2022 planning cycle*

*C.3.3 has been removed. Remaining items moved to 2021-2022 planning cycle*

*move C.4.3-C.4.7 to 2021-2022 planning cycle*

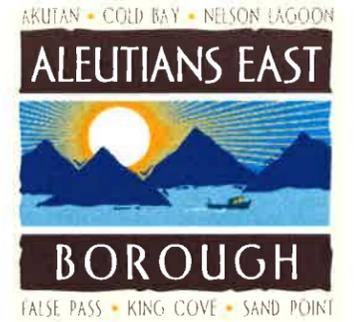
*Diversification of Natural Resources - Charlotte Levy moved D.5 to 2021-2022 planning cycle*



**Strategic Initiative D:**  
Diversification of Natural Resources

**3-Year Goal:**  
• Continue to explore alternative uses & industries for our natural resources. Establish a minimum of one alternative natural resource operation in the borough.

**1-Year Target:**  
• Establish a kelp pilot farms



*Cold Bay Clinic - Mary Tesche moved E.6 to 2021-2022 planning cycle*



**Strategic Initiative E:**  
Cold Bay Clinic

**3-Year Goal:**  
• New health care clinic in Cold Bay open for use

**1-Year Target:**  
• Clinic construction substantially completed

**Vision Navigation® Chart #2**  
03/01/20 - 02/28/21

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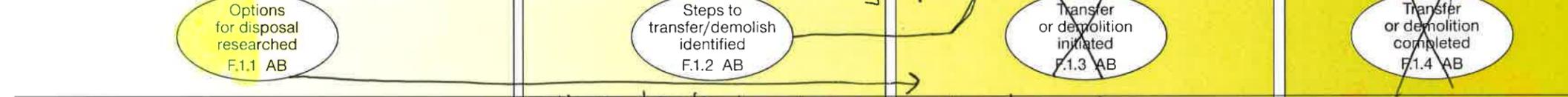
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**Borough Property Management - Anne Bailey**

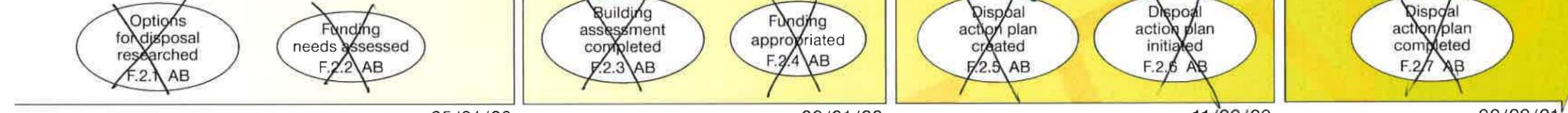
*F.2 Cold Bay School - Anne Bailey moved F.1.3+ F.1.4 to 2021-2022 planning cycle*



**Strategic Initiative F.1:**  
Borough Property Management - Cold Bay School

**1-Year Target:**  
• Remove the school building as a borough asset

*F.2 Nelson Lagoon Apartment - Anne Bailey move entire track to 2021-2022 planning cycle*



**Strategic Initiative F.2:**  
Borough Property Management - Nelson Lagoon Apartment

**1-Year Target:**  
• Remove Nelson Lagoon Apartment as a borough asset

*Deferred Maintenance - Anne Bailey moved G.1, G.2, G.4+G.5 to 2021-2022 planning cycle*



**Strategic Initiative G:**  
Deferred Maintenance

**1-Year Target:**  
• To establish a deferred maintenance schedule & complete specific projects

**Sand Point School - Mary Tesche - COMPLETED**



**Strategic Initiative H:**  
Sand Point School

**3-Year Goal:**  
• Funding is secured to execute rehabilitation plan

**1-Year Target:**  
• Complete & submit grant application

*Climate Change - Charlotte Levy move entire track to 2021-2022 planning cycle*

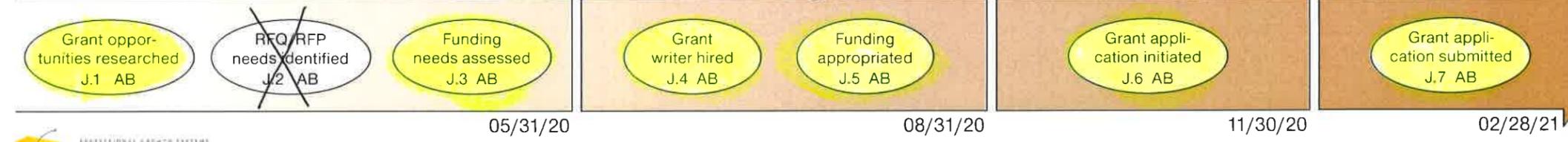


**Strategic Initiative I:**  
Climate Change

**1-Year Target:**  
• Assess community position & establish the borough role & future goals

- TA Tina Anderson
- AB Anne Bailey
- CL Charlotte Levy
- AO Alvin Osterback
- LT Laura Tanis
- MT Mary Tesche
- EW Ernie Weiss

**Harbor Float System Sand Point & Akutan - Anne Bailey - COMPLETED**



**Strategic Initiative J:**  
Harbor Float System Sand Point & Akutan

**3-Year Goal:**  
• Harbor float system completed

**1-Year Target:**  
• Project funding determined

**Vision Navigation®  
 Chart #3**  
 03/01/20 - 02/28/21

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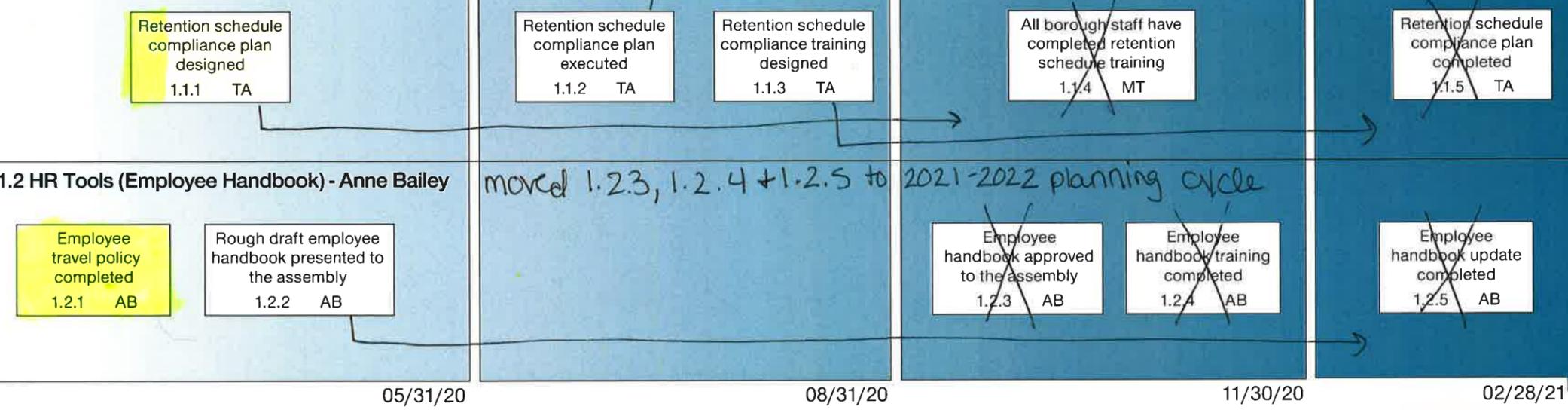
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**1.1 Retention Schedule - Tina Anderson**

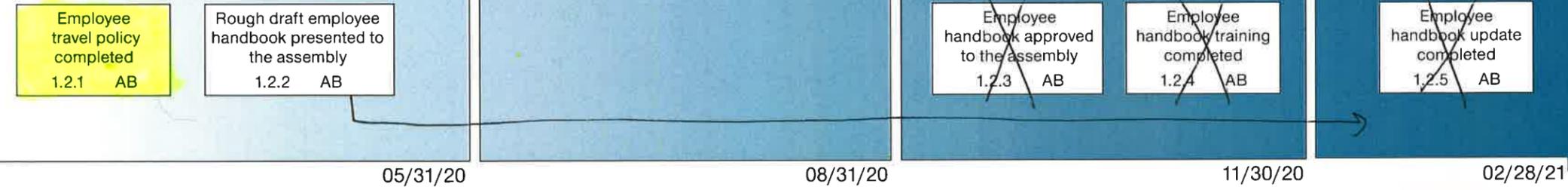
*Moved 1.1.4 + 1.1.5 to 2021-2022 planning cycle*



**Improvement Project 1.1:**  
 Internal Improvement - Retention Schedule  
**1-Year Target:**  
 • Complete & execute the borough retention schedule

**1.2 HR Tools (Employee Handbook) - Anne Bailey**

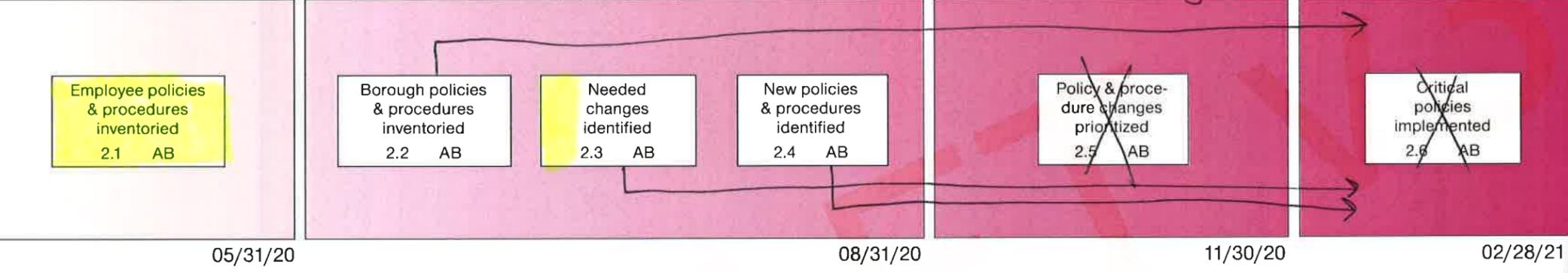
*Moved 1.2.3, 1.2.4 + 1.2.5 to 2021-2022 planning cycle*



**Improvement Project 1.2:**  
 Internal Process - HR Tools (Employee Handbook)  
**1-Year Target:**  
 • Employee handbook updated & approved by assembly

**Policy & Procedure Consistency - Anne Bailey**

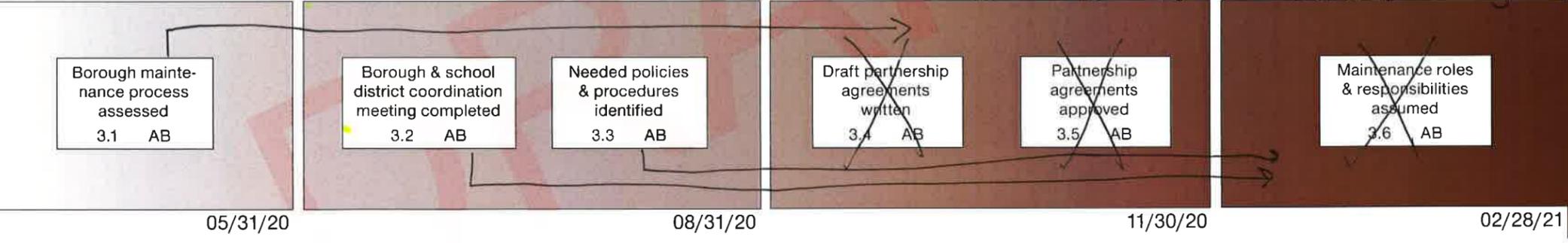
*Moved 2.5 + 2.6 to 2021-2022 planning cycle*



**Improvement Project 2:**  
 Policy & Procedure Consistency  
**1-Year Target:**  
 • Identify needed changes & prioritize change effort

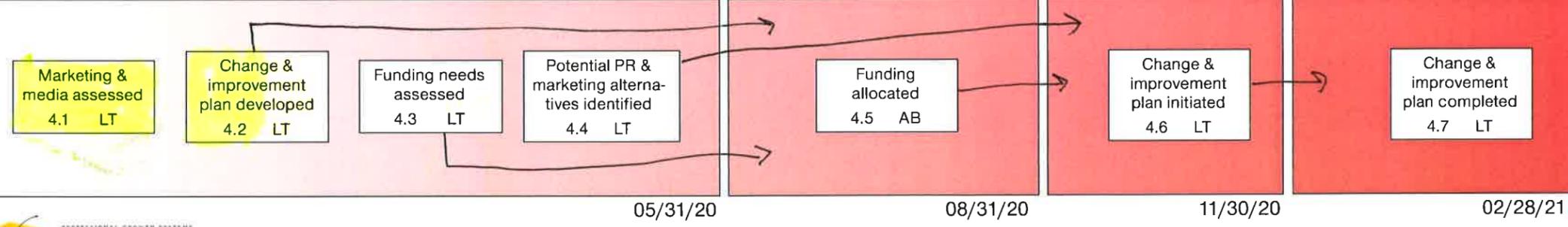
**Borough Property Maintenance Policy & Procedure - Anne Bailey**

*Moved 3.4, 3.5 + 3.6 to 2021-2022 planning cycle*



**Improvement Project 3:**  
 Borough Property Maintenance Policy & Procedure  
**1-Year Target:**  
 • Initiate borough long-term maintenance management process

**PR & Marketing Assessed - Laura Tanis**



**Improvement Project 4:**  
 PR & Marketing Assessed  
**1-Year Target:**  
 • Assess & update current AEB public presence