



03/01/22 - 02/28/23



Vision **Navigation**®
Clear vision, focused strategies, real results.



In this document:	
Purpose, Core Values, Our Vision	2
Services	3
Lessons from History	4
List of Projects	8
Key for Use of Vision Navigation® Chart	10
Vision Navigation® Charts	11
Project Plans	
Fisheries Advocacy	
Fisheries Research	14
Board of Fish	15
Government & Policy Advocacy	
Government & Policy Advocacy	17
False Pass Airport	19
Marine Infrastructure	
Cold Bay Dock Repairs	20
Harbor Floats Systems Sand Point/Akutan	21
Diversification of Natural Resources	22
Deferred Maintenance	24
Sand Point School	25
Nelson Lagoon Apartment	26
Policy and Procedure Consistency	27
Borough Property Maintenance Policy and Procedure	28
PR and Marketing	30
Financial Policies and Procedures	32
Community and Agency Alignment	34
Retention Schedule	35



Purpose

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

Core Values

From our history to date and from the commitments that we all share now about the future, we have defined the values that should guide all of our activities and staff in the years to come. These are our core values:

- **Honest:** To the people we represent
- **Open/Transparent:** More is better
- **Integrity:** Striving to improve the trust of residents, being ethical
 - **Being Productive:** Follow through with what we start
 - **Resourceful:** Sharing the strengths of our communities

Our Vision

Healthy People, Healthy Schools, Healthy Communities

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

Services

The following are services that are created by our organization which, when provided to external customers, generate continued support for its work:

- This should be divided into 29 requirements and other things
- Title 29 – Taxation, funding education, planning
- Financial support to school district
- Financial support to EAT (Health)
- Operation/maintenance/construction of school facilities
- Funding, construction, operations, and repair of intra-borough transportation
- Assistance to municipalities for funding of capital projects
- Planning and zoning for Borough lands
- Advocacy for fisheries that supports socio economic development through policy and research (Fisheries)
- Regional transportation and land management plan (Comprehensive Plan)
- Support for subsistence activities
- Support for quality of life within our communities

Lessons From History

Our history to date has taught us much about what works well and what should not be repeated. The following are considered to be our major lessons from history at this point in our history. These should serve as operating principles that guide our journey into the future:

- Sand Point airport successful completion, persistence (2018)
- Project costs are increasing, and funding is becoming scarcer over time, need timely execution. As time stretches the project cost increases (i.e., supply cost, labor costs, etc.). (2018)
- Completion with better planning. Using a planning process has allowed us to prioritize and execute projects more effectively and efficiently (2018)
- Communication forums to better collaborate and create alignment are very helpful (2018)
- Forums should also have structure and purpose to make them productive (2019)
- Transparency is always better (2018)
- Building successful projects opens doors for development (2018)
- Bring in subject matter experts when needed. (Examples: bringing in an airport management consultant to get a rate structure was helpful, having our engineering firm advise us on construction helps save cost, time, and avoid errors.) (2018)
- Rushing projects sometimes is not the best approach (2018)
- When we work with all the communities, we build trust (2021)
- Willingness to try new things, learn quicker (2018)
- Better project oversight is good. (2018)
- We should have an onsite engineer - someone on the project who has our best interest in mind – (The Cold Bay Terminal could have been more successful with onsite coordination) (2019)
- Coordination of projects saves \$ (2018)
- Matching funds helps with project funding (2018)
- Diversification and collaboration of funding sources improves the opportunity to get projects funded (2018)
- Funding project development to be shovel ready has been successful. If the project is shovel ready you have a higher chance of being funded (2018)

- Fish politics are unpredictable. We need to stay on top of changes that are being proposed and be prepared to respond to unpredictability. Investment in our borough fish management department is critical. We need to be flexible (2019)
- Agreements need to be in writing – Providing money or service to an organization without written agreement create trouble (2019)
- Everyone can help with projects – We have talented staff of people who can work on a range of things (2019)
- Including communities in the planning process and demonstrating how their feedback influenced the process created more assembly buy-in and increased project success (2019)
- Community involvement should be directly demonstrated in the planning outcomes. (2019)
- Having community members (non-borough staff) participate in planning outcomes builds stronger community ownership and ultimately increases planning success (2021)
- Establishing planning responsibilities and assignments outside of the boroughs oversight can cause challenges and complications (2021)
- Display the borough strategic plan in a way/place that the community members can see it (2019)
- We need to present plans in multiple ways to reach more people (visual displays, written reports, sharing in a way auditory learners can get the information, etc.) (2019)
- Be adaptable – plans should be able to change – Adaptability is critical to success (2022)
- With good planning, you can pass projects when you need to (2019)
- Prioritization is critical to getting the correct thing done (2019)
- Maintenance project costs are higher than anticipated (2019)
- The planning documents/process increase community connectivity and provide an outlet for collaboration (2019)
- Reporting in a public forum increases community involvement, awareness, and engagement (2019)
- We learn from experts and rely on them less (or for other things) as we move forward (2019)
- Diversification of industry creates opportunity for sustainability and growth in our communities (kelp aqua-culture) (2019)

- Patience – Communities need to be patient we are one of 6 communities needing/wanting support. (2019)
- Do not put the cart in front of the horse – make sure projects are done in order/logical sequence (2019)
- More reliable communication – setting up meetings in the community, video conferencing, opportunities for community participation (2019)
- Don't assume people involved in a project are going to communicate with each other – have scheduled meetings, updates and facilitate participation. (2019)
- Change is good and the ability to adapt with change is good (2019)
- Communication on projects should be updated, recorded, and have continuity throughout the life of the project (2019)
- Realize change does not always happen right away (2019)
- It is ok to allow other entities to take the lead on projects or tasks if they have the willingness and expertise (2019)
- Be persistent advocates to fisheries all the time – do not just react to decisions or situations (2019)
- Funding and other items may not be in our control (2019)
- Residents want staff/assembly to have presence in the community – more face time, visit the community (2019)
- Have clearly defined roles for projects (2019)
- Use of local expertise is valuable and hiring from within helps grow/maintain institutional knowledge (2019)
- Make sure all groups are fairly represented in our fisheries advocacy (2019)
- Better education of our youth for our fisheries – more involvement (2019)
- We need to boost community involvement at our public meetings (2019)
- Coordination of projects can cost more when people do not honor agreements (2019)
- If you can't honor an agreement communicate it as soon as possible (2019)
- There are always unexpected pitfalls – we need a contingency plan in place or a plan B (2019)
- We should not limit ourselves – think creatively about diversification (2019)

- The Borough staff and assembly are adaptable and capable of adjusting to operational changes (2020)
- Covid-19 demonstrated our strength and adaptability to change (2020)
- Regular meetings with community partners (EATS, The School District, Community Administrators, etc.) during the Covid-19 response has been positive and helpful. We should continue to work more closely with our partners (2020)
- New collaboration between agencies (e.g., fisheries) has been positive and demonstrated how much can be accomplished when everyone works together towards a common goal (2020)
- Local government is important to the strength and wellbeing of our communities (2020)
- We were able to adjust voting locations and amending the voting code to allow for early voting to ensure community engagement in a safe and equitable manner (2020)
- Significant differences in community responses to Covid-19 created a hinderance to collaboration and goal accomplishment (2020)
- Boroughwide mandates or community collaboration on mandates such as quarantine would have been helpful (2020)
- Forethought planning and cooperation before submitting BOF proposals (2019)
- Applies to all and any fisheries management groups that impact multiple communities (2019)
- Be adaptable - plans should be able to change - Adaptability is critical to success
- Keeping White Papers on major projects as a living history document (2022)
- Our role and our leadership in fisheries is important. The Borough needs to remain a leader (2022)
- Our leadership does not need to be frontline – we can show leadership by facilitating others and taking the role of follower (2022)
- We need to shift expectations and recognize what can actually be accomplished in one year cycle (2022)
- Prioritize (2022)

Project Plans

Each strategic initiative has been assigned a letter and each improvement project has been assigned a number.

The following are initiatives we have completed in recent history:

- Youth Advisory on AEB Assembly (2018)
- Budget Request Process (2018)
- Borough Asset Management (2018)
- Nelson Lagoon School Renovations (2018)
- Office Technology and Connectivity (2018)
- False Pass Harbor House Design (2019)
- Cold Bay School (2019)
- Borough Property Surveys (2019)
- OSHA Requirement Compliance (2019)
- Nelson Lagoon Dock (2021)
- Employee Handbook (2021)
- Akutan Harbor – Land Ownership (2021)
- Cold Bay Terminal Improvements (2021)
- Financial Policies and Procedures (2021)

The following initiative is current and progressing but does not require strategic project planning:

- Transportation - King Cove & Cold Bay Road Airport Access (2019)

The following are the strategic initiatives of Aleutians East Borough to be undertaken in the coming year:

- A. Fisheries Advocacy
 - A.1 Fisheries Research 2022
 - A.2 Board of Fish 2022
- B. Government and Policy Advocacy
 - B.1 Government and Policy Advocacy 2022
 - B.2 False Pass Airport 2022
- C. Marine Infrastructure
 - C.1 Cold Bay Dock Repairs 2022
 - C.2 Harbor Floats Systems Sand Point/Akutan 2022
- D. Diversification of Natural Resources 2022
- E. Deferred Maintenance 2022
- F. Sand Point School 2022
- G. False Pass Airport
- H. Nelson Lagoon Apartment 2022

The following are the improvement projects of Aleutians East Borough to be undertaken in the coming year:

1. Policy and Procedure Consistency 2022
2. Borough Property Maintenance Policy and Procedure 2022
3. PR and Marketing 2022
4. Financial Policies and Procedures 2022
5. Community and Agency Alignment 2022
6. Retention Schedule 2022

Key for Use of Vision Navigation® Chart

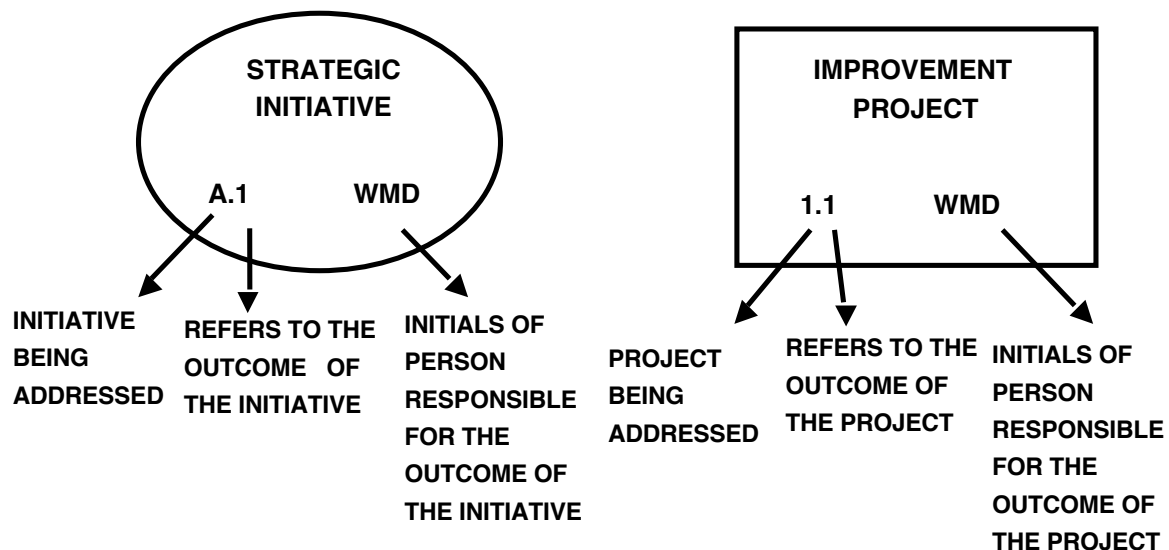
The Vision Navigation® Chart depicts the steps required to make the vision a reality and to handle priority issues associated with improving the organization's effectiveness.

The chart reads from left to right. The left represents present time and the far right the vision of what is to be achieved. Because of the rapid pace of change, detailed planning has been completed only for the current year. Each colored arrow on the chart contains one project. The vertical lines divide the projects into quarters for ease in understanding whether the organization is on schedule in accomplishing its aims.

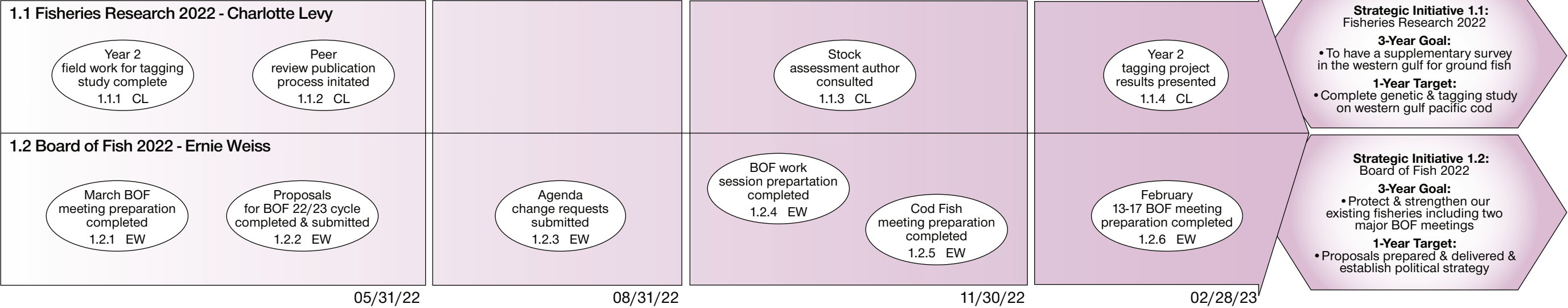
There are two types of projects that may be included on the chart. Improvement projects are intended to work on the efficiency, efficacy, quality, profitability, and/or culture of the organization. Strategic projects are intended to grow the organization and move it toward its vision in the marketplace.

Each strategic initiative has been assigned an identifying letter, and the quarterly milestones or tasks are written in ovals. Each improvement project has been assigned an identifying number, and the quarterly milestones are written in rectangles. Following the chart are complete write-ups of each strategic initiative and improvement project to provide supporting documentation to clarify the projects being undertaken. In the Appendix is a section titled "Use of the Vision Navigation® Chart", which explains how to use and update this tool on a monthly basis.

Below is a key to information contained within each box or circle on the chart:



Fisheries Advocacy - Ernie Weiss



Vision Navigation®
Chart #1

03/01/22 - 02/28/23

Purpose:

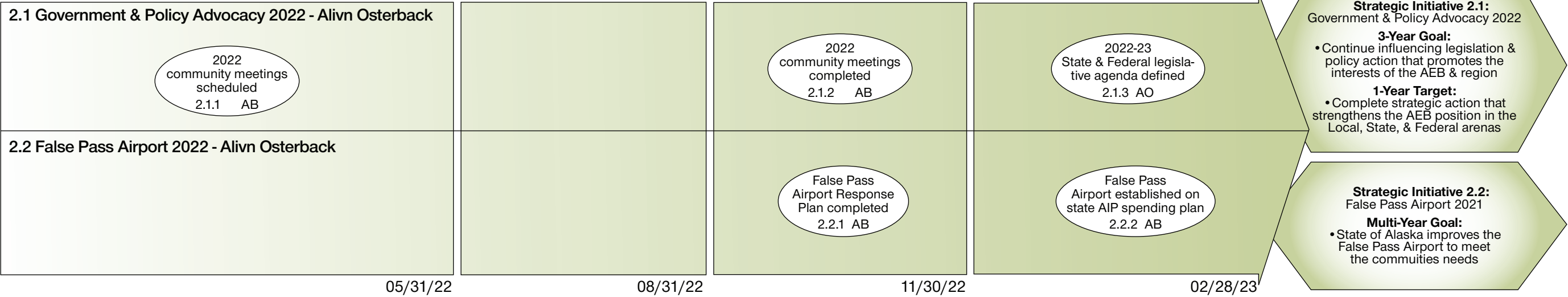
To ensure the standard of living, well-being & future of our communities

Our Vision:

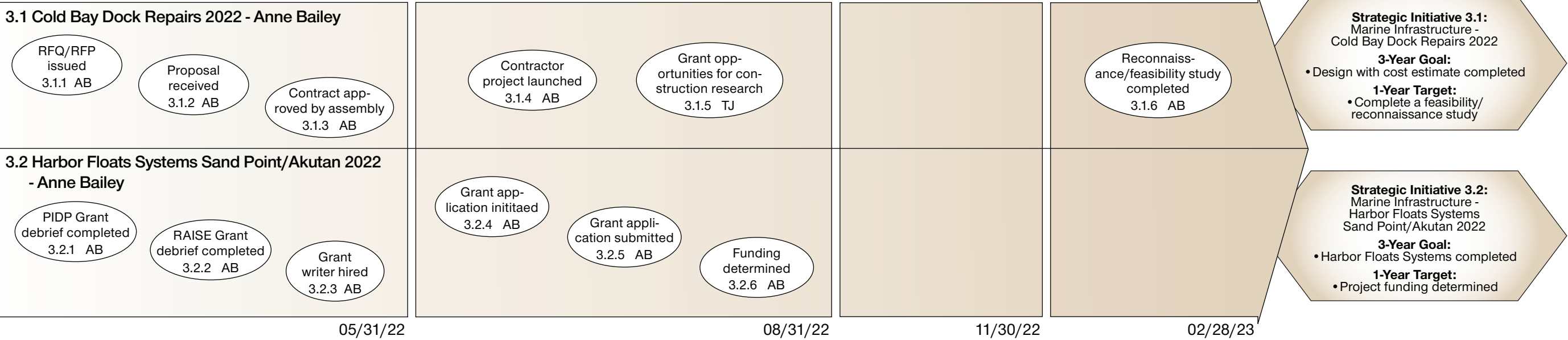
Healthy People, Healthy Schools, Healthy Communities

- ☆ 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)

Government & Policy Advocacy - Alvin Osterback

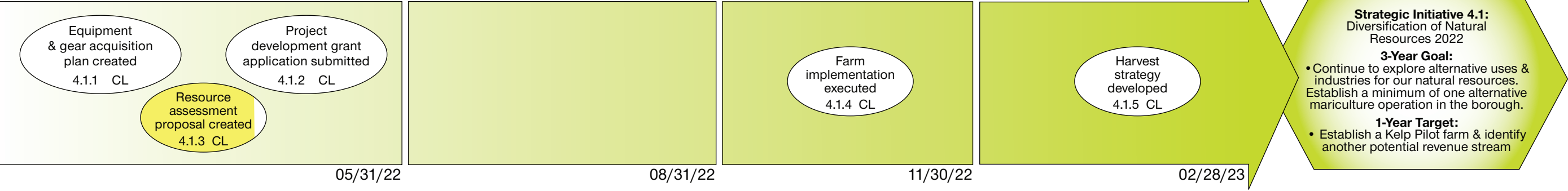


Marine Infrastructure - Alvin Osterback



- | | |
|----|------------------|
| TA | Tina Anderson |
| AB | Anne Bailey |
| JB | Jacki Brandell |
| GD | Glennora Dushkin |
| TJ | Talia Jean-Louis |
| CL | Charlotte Levy |
| EM | Emil Mobeck |
| AO | Alvin Osterback |
| BR | Beverly Rosete |
| LT | Laura Tanis |
| MT | Mary Tesche |
| EW | Ernie Weiss |

Diversification of Natural Resources 2022 - Charlotte Levy



Vision Navigation®
Chart #2

03/01/22 - 02/28/23

Purpose:

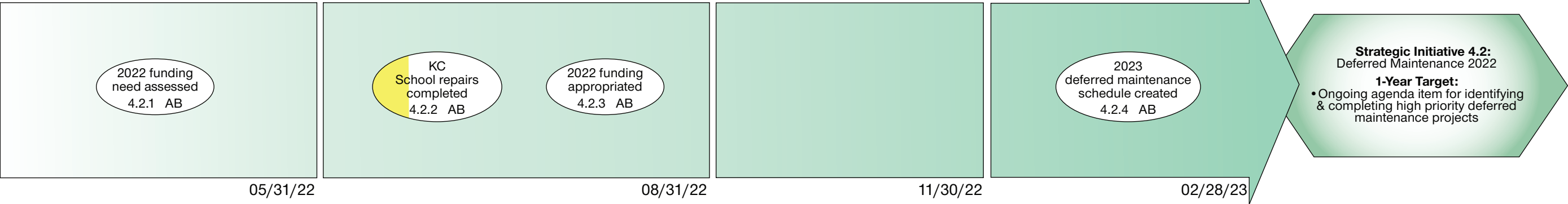
To ensure the standard of living, well-being & future of our communities

Our Vision:

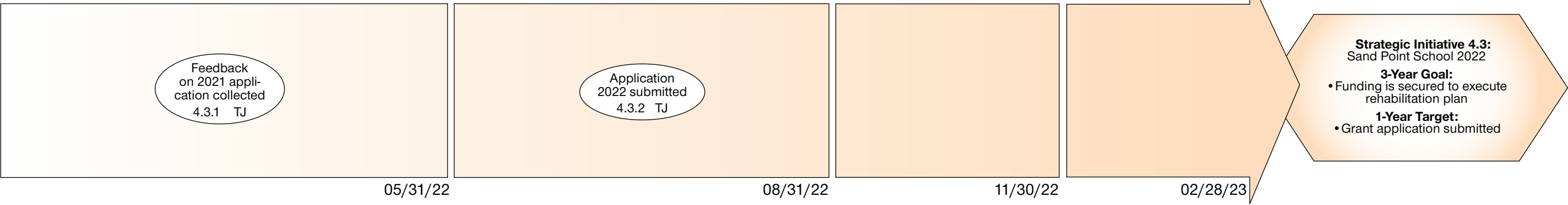
Healthy People, Healthy Schools, Healthy Communities

- ☆ 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)

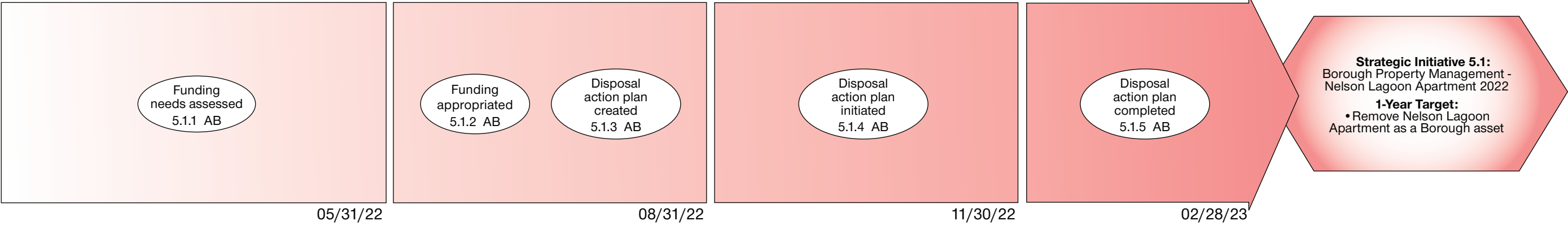
Deferred Maintenance 2022 - Anne Bailey



Sand Point School 2022 - Talia Jean-Louis

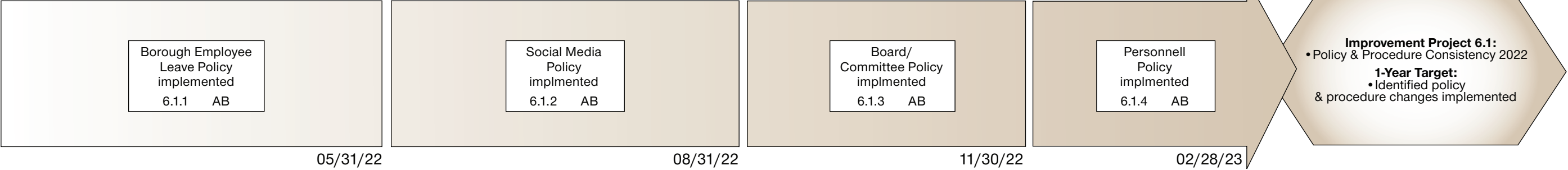


Nelson Lagoon Apartment 2022 - Anne Bailey

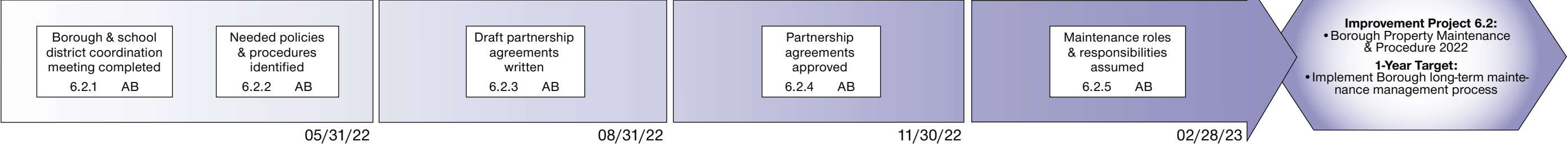


- TA Tina Anderson
- AB Anne Bailey
- JB Jacki Brandell
- GD Glennora Dushkin
- TJ Talia Jean-Louis
- CL Charlotte Levy
- EM Emil Mobeck
- AO Alvin Osterback
- BR Beverly Rosete
- LT Laura Tanis
- MT Mary Tesche
- EW Ernie Weiss

Policy & Procedure Consistency 2022 - Anne Bailey



Borough Property Maintenance Policy & Procedure 2022 - Anne Bailey



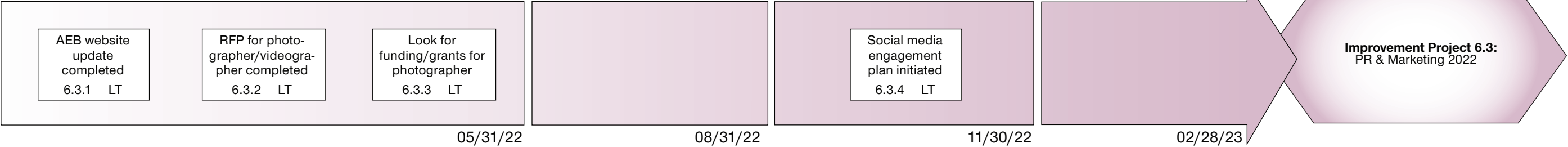
Vision Navigation®
Chart #3

03/01/22 - 02/28/23

Purpose:

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

PR & Marketing 2022 - Laura Tanis

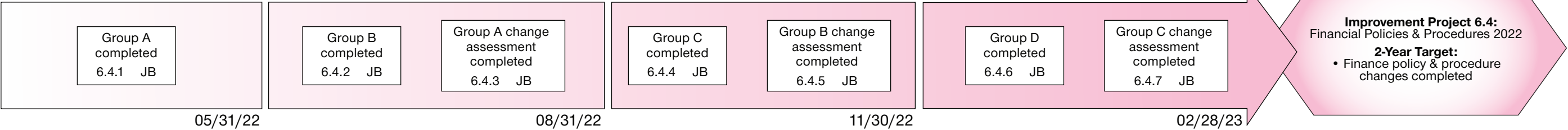


Our Vision:

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)

Financial Policies & Procedures 2022 - Anne Bailey

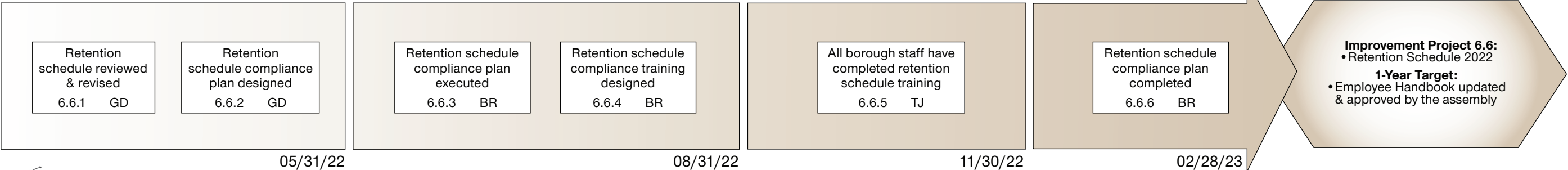


Community & Agency Alignment 2022 - Glennora Dushkin



TA Tina Anderson
AB Anne Bailey
JB Jacki Brandell
GD Glennora Dushkin
TJ Talia Jean-Louis
CL Charlotte Levy
EM Emil Mobeck
AO Alvin Osterback
BR Beverly Rosete
LT Laura Tanis
MT Mary Tesche
EW Ernie Weiss

Retention Schedule 2022 - Beverly Rosete



Strategic Initiative A.1: Fisheries Advocacy - Fisheries Research 2022

Description: Strengthen fisheries expertise, advocacy, public outreach, and education within the Borough. Research that supports the management of local commercial fisheries.

Why:

- Supporting fisheries research reduces uncertainty in stock assessments and supports realistic quotas
- Our region is underrepresented in surveys
- We need to set a precedent that we can complete this research with the assistance of local people decreasing the cost of research and improving accuracy

What it Includes:

- Secure additional funding for research projects
- Continue partnerships with local individuals and agencies

3-Year Goal:

- To have a supplemental survey in the western gulf for ground fish

1-Year Target:

- Complete genetic and tagging study on western gulf pacific cod

Outcomes:

1. Year 2 field work for tagging study complete
2. Peer review publication process initiated
3. Stock assessment author consulted
4. Year 2 tagging project results presented

Who:

CL

CL

CL

CL

When:

05/31/22

05/31/22

11/30/22

02/28/23

Overall Team Leader: Charlotte Levy

Strategic Initiative A.2: Fisheries Advocacy - Board of Fish 2022

Description: Preparation for BOF proposals.

Why:

- The Board of fish added issue will increase our workload substantially
- BOF makeup has changed dramatically over last year
- BOF has changed in board makeup and may need additional outreach/education about Area M
- With both Area M and Chignik submitting disaster requests we need to prepare for potential opposition?
- We have 2 critical BOF meetings during this plan time period
- Opportunity for AEB to voice opinions/position

What it Includes:

- Prepare white paper/brochure to present to BOF members individually
- Working with Advisory Committees and individual fishermen on advocacy issues to:
- Outreach to BOF members
- Act as a resource for developing BOF proposals
- Anticipate losses and prepare for negotiations
- Prepare chum background documents

3-Year Goal:

- Protect and strengthen our existing fisheries including two major BOF meetings

1-Year Target:

- Respond to agenda change request

Outcomes:

1. March BOF Meeting preparation completed
2. Proposals for BOF 22/23 cycle completed and submitted
3. Agenda change requests submitted
4. BOF work session preparation completed
5. Cod Fish meeting preparation completed
6. February 13-17 BOF meeting preparation completed

Who:

EW

EW

EW

EW

EW

EW

When:

05/31/22

05/31/22

08/31/22

11/30/22

11/30/22

02/28/23

Overall Team Leader: Ernie Weiss

Strategic Initiative B.1: Government & Policy Advocacy - Government & Policy Advocacy 2022

Description: Advocate for government and policy improvement for airline service, mail delivery, and transportation (road and air).

Why:

- Provides guidance to Administration, staff, and lobbyist on what to advocate for
- Outlines the State and Federal agenda for the upcoming year
- We need funding on both state and Federal level for the projects we are working on, working with our elected officials on State and Federal level will help guide us through the process with the proper departments
- With the Federal Infrastructure bill in place we need to position ourselves to leverage funds to finish the projects we have on the board
- We also need to have a voice in building the new ferry that will be built to service the Aleutians and the Borough

What it Includes:

- Complete needed white papers
- Our mail discussions need to be moved forward
- Legislative agenda defined State & Federal
- Assess state after election (fiscal climate, potential leadership changes)
- Will need to put effort into educating newly elected individuals

3-Year Goal:

- Continue influencing legislation and policy action that promotes the interests of the AEB and region

1-Year Target:

- Completed strategic action that strengthens the AEB position in the Local, State, and Federal arenas

Outcomes:

1. 2022 community meeting scheduled
2. 2022 community meeting completed
3. 2022-23 State and Federal Legislative agenda defined

Who:

AB

AB

AO

When:

05/31/22

11/30/22

02/28/23

Overall Team Leader: Alvin Osterback

Strategic Initiative B.2: Government & Policy Advocacy - False Pass Airport 2022

Description: Establish the False Pass airport as a State of Alaska responsibility and encourage needed improvements.

Why:

- The False Pass population has grown beyond the needs of the community
- Planes can't land when it rains
- The current runway is not suitable for medivac planes
- The community is at risk of losing supply chain access for extended periods of time
- There is a creek running through the runway

What it Includes:

- Research on current capabilities of the runway and identified needs
- Create a strategy to present to State of Alaska
- Complete False Pass runway white paper
- Assist the city of False Pass and state of AK throughout improvement phase
- Improvements to the False Pass runway

Multi-Year Goal:

- State of Alaska improves the False Pass Airport to meet the communities needs

Outcomes:

1. False Pass Airport Response Plan completed
2. False Pass Airport established on state AIP spending plan

Who:

AB

AB

When:

11/30/22

02/28/23

Overall Team Leader: Alvin Osterback

Strategic Initiative C.1: Marine Infrastructure - Cold Bay Dock Repairs 2022

Description: Cold Bay dock will need major repairs and upgrades before the 10-year life expires.

Why:

- The Cold Bay Dock is owned by the borough
- The Cold Bay Dock is going to fail in the next 8-10 years
- The Cold Bay Dock is the main link for transportation and supplies

What it Includes:

- Execute feasibility study

3-Year Goal:

- Design with cost estimate completed

1-Year Target:

- Complete a feasibility/reconnaissance study

Outcomes:

1. RFQ/RFP issued
2. Proposal received
3. Contract approved by assembly
4. Contractor project launched
5. Grant opportunities for construction research
6. Reconnaissance/feasibility study completed

Who:

AB

AB

AB

AB

TJ

AB

When:

05/31/22

05/31/22

05/31/22

08/31/22

08/31/22

02/28/23

Overall Team Leader: Anne Bailey

Strategic Initiative C.2: Marine Infrastructure - Harbor Floats Systems Sand Point/Akutan 2022

Description: Build and complete construction of float systems in Akutan and Sand Point.

Why:

- It will increase economic activities within the communities
- It will provide additional safe moorage for the fishing fleet
- Complete projects that have been sitting idle for years

What it Includes:

- Hire a grant writer
- Complete and submit grant application
- Secure other funds as needed
- Execute the work necessary to construct the floats

3-Year Goal:

- Harbor Float Systems completed

1-Year Target:

- Project funding determined

Outcomes:

1. PIDP Grant debrief completed
2. RAISE Grant debrief completed
3. Grant writer hired
4. Grant application initiated
5. Grant application submitted
6. Funding determined

Who:

AB

AB

AB

AB

AB

AB

When:

05/31/22

05/31/22

05/31/22

08/31/22

08/31/22

08/31/22

Overall Team Leader: Anne Bailey

Strategic Initiative D: Diversification of Natural Resources 2022

Description: Identifying and capitalizing on existing resources in the region to grow our economy.

Why:

- We need to diversify our resource base
- Fisheries are volatile and we need to respond by identifying alternative industries
- We have abundant natural resources that are under utilized
- Our people are ready to work, looking for opportunities to be industrious
- Diversification includes a number of activities such as: energy, mariculture, etc.

What it Includes:

- Assessment of natural resources in our Borough - We need to identify viable options for diversification
- Previous year projects executed
- Seek funding sources to explore or execute special projects (e.g., grants that support salmon stream restoration)
- Identify and establish partnerships
- Review the existing plan to identify options
- Identify and establish partnerships that advocate for businesses to operate in the region

3-Year Goal:

- Continue to explore alternative uses for industries for our natural resources. Establish a minimum of one alternative mariculture operation in the borough.

1-Year Target:

- Establish a Kelp Pilot farm and identify another potential revenue stream

Outcomes:

1. Equipment and gear acquisition plan executed
2. Project development grant application submitted
3. Resource assessment proposal created
4. Farm implementation executed
5. Harvest strategy developed

Who:

CL
CL
CL
CL
CL

When:

05/31/22
05/31/22
05/31/22
11/30/22
02/28/23

Overall Team Leader: Charlotte Levy

Strategic Initiative E: Deferred Maintenance 2022

Description: Prioritize and manage deferred maintenance for borough owned properties.

Why:

- High number of projects are deferred each year
- Projects need to be completed
- Projects need to be identified and prioritized
- Cost to complete the work increase each year
- Deferred maintenance poses safety risks

What it Includes:

- Identifying all deferred maintenance projects
- Prioritizing projects
- Planning project completion
- Project completion oversight
- include the King Cove school
- Update Borough inventory
- Develop a deferred maintenance schedule
 - Complete assessment of borough buildings outside of the school district
 - Include property/equipment other than buildings
- Plan the following year (2022) in advance

Outcomes:

1. 2022 funding need assessed
2. KC school repairs completed
3. 2022 funding appropriated
4. 2023 deferred maintenance schedule created

Who:

AB

AB

AB

AB

When:

05/31/22

08/31/22

08/31/22

02/28/23

Overall Team Leader: Anne Bailey

Strategic Initiative F: Sand Point School 2022

Description: Rehabilitate the existing school building.

Why:

- Borough priorities are education and facilities.
- The Sand Point school structure is deteriorating and needs to be fixed

What it Includes:

- Complete and submit grant application
- Secure other funds as needed
- Execute the work necessary to rehabilitate the school

3-Year Goal:

- Funding is secured to execute rehabilitation plan

1-Year Target:

- Grant application submitted

Outcomes:

1. Feedback on 2021 application collected
2. Application 2022 submitted

Who:

TJ

TJ

When:

05/31/22

08/31/22

Overall Team Leader: Talia Jean-Louis

Strategic Initiative G: Nelson Lagoon Apartment 2022

Description: Identify what to do with the Nelson Lagoon teacher housing.

Why:

- The building is vacant and deteriorating rapidly
- Losing revenue insuring a vacant property
- Poses a significant safety liability

What it Includes:

- Identifying what to do with the property (transfer, repurpose, or demolish)
- If a transfer agreement is not in place by June 2021, the Borough will begin looking into demolishing the facility

1-Year Target:

- Remove Nelson Lagoon Apartment as a borough asset

Outcomes:

1. Funding needs assessed
2. Funding appropriated
3. Disposal action plan created
4. Disposal action plan initiated
5. Disposal action plan completed

Who:

AB

AB

AB

AB

AB

When:

05/31/22

08/31/22

08/31/22

11/30/22

02/28/23

Overall Team Leader: Anne Bailey

Improvement Project 1: Policy and Procedure Consistency 2022

Description: Audit and review Borough policy and procedures to identify need for improvement, change, or elimination.

Why:

- Create consistency in the organization
- Eliminate redundancy
- Minimize confusion
- Improve administrative function and efficiency
- Create a record for future borough leaders and administration
- Transparency and promoting public trust

What it Includes:

- Implement changes systematically
 - Update the employee handbook, when needed
 - Create internal policies that would be included in a universal location
- Get assembly approval where needed
- Create a sub strategy to address financial policies and procedures

1-Year Target:

- Identified policies and procedures drafted/updated and implemented

Outcomes:

	Who:	When:
1. Borough Employee Leave Policy implemented	AB	05/31/22
2. Social Media Policy implemented	AB	08/31/22
3. Board/Committee Policy implemented	AB	11/30/22
4. Personnel policies implemented	AB	02/28/23

Overall Team Leader: Anne Bailey

Improvement Project 2: Borough Property Maintenance Policy and Procedure

Description: To determine roles and responsibilities as well as improve project planning and collaboration.

Why:

- Clarified roles will promote efficiency
- Duplication of work
- Role clarity causes work to be left undone
- Long-term cost of inefficiency
- Improve budgeting and planning process

What it Includes:

- Expand focus outside of the school district to all borough buildings
 - Collaborate with the school board to establish contribution and agree on an execution plan
 - Align Borough maintenance plan with the School District 6-year plan
- Training of School District Personnel
- Consistency in reporting procedures
- Implementation of a training program
- Better record keeping
- Adhere to any agreements that have been agreed upon

1-Year Target:

- Implement Borough long-term maintenance management process

Outcomes:

1. Borough and school district coordination meeting completed
2. Needed policies and procedures identified
3. Draft partnership agreements written
4. Partnership agreements approved
5. Maintenance roles and responsibilities assumed

Who:

AB

AB

AB

AB

AB

When:

05/31/22

05/31/22

08/31/22

11/30/22

02/28/23

Overall Team Leader: Anne Bailey

Improvement Project 3: PR and Marketing 2022

Description: Review of the Borough website and assessment of community outreach to improve community engagement and involvement.

Why:

- Our public presence is a good way to connect with constituents
- Photos and updates on our projects in a public forum helps us showcase our accomplishments
- To inform residents in the region, our public officials, state, and federal lawmakers of the importance of our projects and needed funding to complete them.
- We need more public involvement in meetings
- Will help with economic development (harbors, airports, fishing, tourism)
- Connect communities when we can't travel
- To promote grant opportunities (EASE and Civic/Non-Profit) and encourage residents to apply for CARES funding
- Promotes transparency
- Need avenues for supporting legislation on the state level like for AMHS, budget cuts, etc.
- We need images from the region to develop educational/marketing materials to promote borough interests (e.g., King Cove Road)

What it Includes:

- Issuing an RFQ(?) for a photographer and or videographer
- Coming up with a public involvement strategy to get more people involved in Assembly meetings/are there other ways we can involve people for more transparency?
- Figuring out the best way people inform themselves about info in the Borough and expanding on that
- Continue establishing and promoting our Facebook profile as an information and activity center
- Utilize Twitter, Instagram, Tiktok to engage in outreach

Outcomes:

1. AEB website update completed
2. RFP for photographer/videographer completed
3. Look for funding/grants for photographer
4. Social media engagement plan initiated

Who:

LT
LT
LT
LT

When:

05/31/22
05/31/22
05/31/22
11/30/22

Overall Team Leader: Laura Tanis

Improvement Project 4: Financial Policies and Procedures 2022

Description: Audit, review, and document all financial policies, procedures, and processes.

Why:

- There are unknown policies, procedures, cycles etc.
- We do not have documented policies, procedures, or processes.
- Improve administrative function and efficiency
- Create a record for future borough employees
- Transparency and promoting public trust
- To create a tool for cross training

What it Includes:

- Select number of policies to be written/implemented - target 4
 - Identify policy and procedure needs
 - Draft policies and procedures
 - Formal approval/policy review where needed
 - Staff policy and procedure training protocols in place
 - Policy effectiveness assessed
 - Policy review and change process created
 - Policy and procedure shared drive or access point for staff and assembly

2-Year Target:

- Finance policy and procedure changes completed

Outcomes:

1. Group A Completed
2. Group B Completed
3. Group A Change Assessment completed
4. Group C Completed
5. Group B Change Assessment completed
6. Group D Completed
7. Group C Change Assessment completed

Who:

JB
JB
JB
JB
JB
JB
JB

When:

05/31/22
08/31/22
08/31/22
11/30/22
11/30/22
02/28/23
02/28/23

Overall Team Leader: Anne Bailey

Improvement Project 5: Community and Agency Alignment 2022

Description: Improve overall alignment with communities and agencies within the Aleutian East Borough.

Why:

- The 2020 Internal assessment identified a need to improve alignment with communities and organizations
- The Borough needs to identify ways to have an increased physical presence in the communities they serve
- Ensure we have updated leadership contact information and remain engaged with community leaders through transitions

What it Includes:

- Utilize existing platforms to increase community connectivity (YouTube Channel, Website, Facebook)
- Explore ways to engage and align with communities in the way that would work best for each community
- Complete an assessment to learn about each community interest/need
- Find ways to highlight community leaders and engage community members in presenting and addressing community issues, concerns, and accomplishments
- Improve general knowledge and awareness between each community and the Borough

Outcomes:

	Who:	When:
1. Key meeting schedules created	GD	05/31/22
2. AEB attendance plan established	BR	05/31/22
3. Plan to highlight community leaders established	LT	08/31/22
4. Alignment opportunities identified	GD	11/30/22
5. Plan to highlight community leaders initiated	LT	11/30/22

Overall Team Leader: Glennora Dushkin

Improvement Project 6: Retention Schedule 2022

Description: Implement a retention schedule for all borough documents/records.

Why:

- Record keeping
- We can't keep everything and need to know what we can let go of
- We need to digitize and let go of what we can to save space and increase organization
- Protection of records is critical to managing the borough
- We need are required to retain records for a specific amount of time

What it Includes:

- Written policies and procedures
- Comparison of different retention schedule systems and options
- Implementation of the retention schedule plan
- Staff training and compliance
- All records current retained/purged

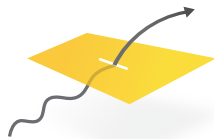
1-Year Target:

- Employee Handbook updated and approved by the assembly

Outcomes:

	Who:	When:
1. Retention schedule reviewed and revised	GD	05/31/22
2. Retention schedule compliance plan designed	GD	05/31/22
3. Retention schedule compliance plan executed	BR	08/31/22
4. Retention schedule compliance training designed	GD	08/31/22
5. All borough staff have completed retention schedule training	TJ	11/30/22
6. Retention schedule compliance plan completed	BR	02/28/23

Overall Team Leader: Beverly Rosete



A PRODUCT OF

PROFESSIONAL GROWTH SYSTEMS

721 Depot Drive
Anchorage, Alaska 99501

Office 907.276.4414

Fax 907.276.4419

Toll Free 877.276.4414

www.professionalgrowthsystems.com