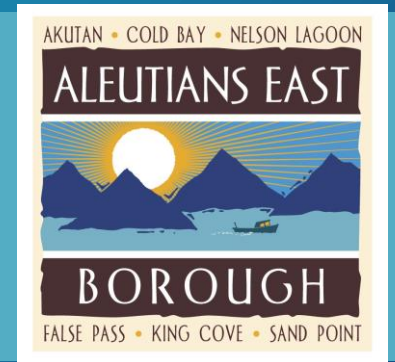


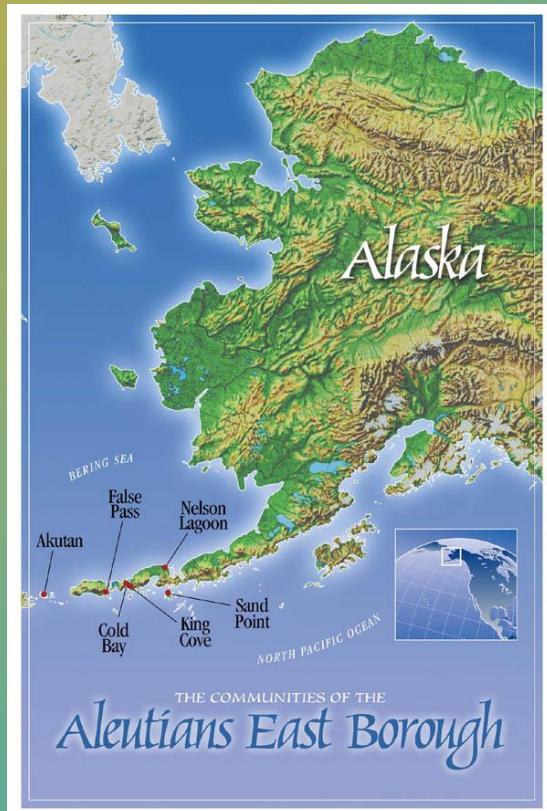
Aleutians East Borough

Vision Navigation Presentation

February 2023



Vision Navigation Overview



Planning = to formulate a program for accomplishment

Strategic = that which is essential to be effective

Vision Navigation = Partnering to plan and execute the results that are vital to the organization

Components

- 1. *Establish the Vision:*** Determine the Purpose, Products, Values, Lessons and Vision that drive and define AEB
- 2. *Strategic Assessment:*** Analyze strategic environment and select initiatives to grow AEB
- 3. *Internal Assessment:*** Analyze the organization for opportunities to strengthen it and solve problems

Component 1: Establish the Vision

1. ***Purpose***: AEB's reason for being, why it exists
2. ***Values***: Beliefs or rules for business
3. ***Vision and Vivid Description***: clear compelling description of where we want to be
4. ***Products/Services***: Results wanted by external customers
5. ***Lessons from History***: experience that is instructive to our future

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



Purpose of Aleutians East Borough

AEB 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

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)

Vision

Services

- Title 29 – Taxation, funding education, planning
- Financial support to school district
- Financial support to EAT (Health)
- 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 and natural resources that supports socio economic development through policy and research (Fisheries)
- Regional transportation and land mgmt. plan (Comprehensive Plan)
- Support for subsistence activities
- Support for quality of life within our communities

Lessons Added or Expanded for 2023

- Project costs are increasing, and funding is becoming scarcer over time...(2018)
 - *Sub-bullet added in 2023:* Inflation, worker & materials shortage increases costs (2023)
- There are always unexpected pitfalls – we need a contingency plan...(2019)
 - *Sub-bullet added in 2023:* Document policies and procedures so you can step in when something occurs (2023)
- Boroughwide mandates or community collaboration on mandates such as quarantine would have been helpful. (2020)
 - *Sub-bullet added in 2023 :* The borough cannot establish mandates – we should support collaboration between communities (2023)

Lessons Added or Expanded for 2023

- Our fisheries advocacy needs to start with local fishermen (the experts) (2023)
- It is difficult to hire positions – we need Innovation or creativity in hiring to fill challenging roles (2023)
- The exodus of workers is creating a challenge everywhere (2023)
- Implementing and documenting internal policies and procedures has helped create consistency within the organization and help the borough run smoother (2023)

Lessons Added or Expanded for 2023

- Cross training functions allows the borough to ensure services are not interrupted – it also decreases job stress and creates flexibility for borough employees (2023)
- Documented policy and procedures for some positions (e.g., finance officer) can support workflow where cross training is not possible (2023)
- Financial uncertainty is daunting - it makes it difficult to make decisions and take action (2023)

Component 2: Strategic Assessment

Analyze strategic environment
and select initiatives
to grow AEB





Strategic Projects

Projects chosen to grow and expand AEB

On-going Initiative

This project is currently on-going, but does not require strategic planning:

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



Initiatives Recently Completed

2018

- Youth Advisory on AEB Assembly
- Budget Request Process
- Borough Asset Management
- Nelson Lagoon School Renovations
- Office Technology & Connectivity

2019

- False Pass Harbor House Design

2019 Continued

- Borough Property Surveys
- OSHA requirement Compliance

2021

- Nelson Lagoon Dock
- Employee Handbook
- Akutan Harbor – Land Ownership
- Cold Bay Terminal Improvements
- Financial Policies and Procedures

Initiatives Recently Completed

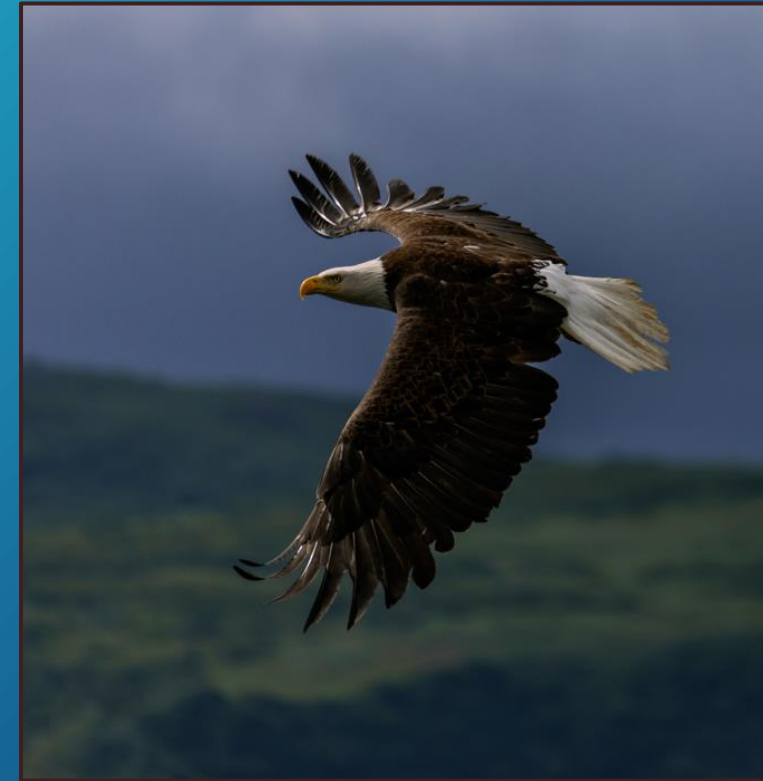
2022 Projects Completed

- Cold Bay School
- Borough Property Maintenance Policy and Procedure
- PR & Marketing
- Community and Agency Alignment



New Strategic Initiatives

The following pages outline
the strategic initiatives for
2023-24 planning cycle



Strategic Initiative A.1:

Fisheries Advocacy: Fisheries Research

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



Project Lead: Charlotte Levy



2022-23 Target: Complete 3rd year of tagging study on western gulf pacific code and publish results



Multi-year Goal: To have a supplemental survey in the western gulf for ground fish and identify possible non-groundfish research projects

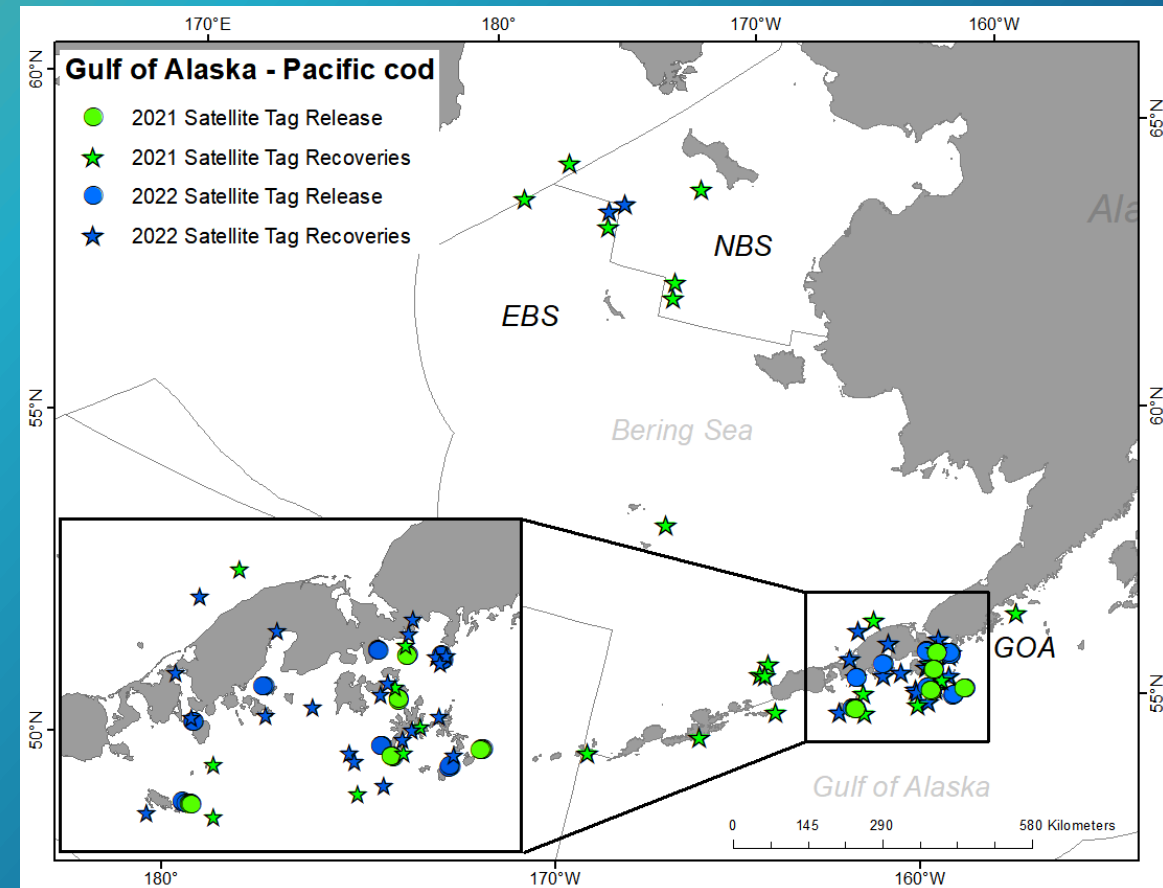
Recent Accomplishments

- 52 PSAT tags released
 - 10/17 (59%) summer tags moved to BS
 - 3/23 (13%) summer tags moved to BS
- 1717 conventional tags released
- Results are being considered in stock assessments as planned

EBS Pacific cod

December 2022

I recommend that the authors in 2023 re-explore a seasonal model for Bering Sea Pacific cod and in light of the most recent genetic and tagging data (McDermott personal comm.) explore an expanded spatial model that incorporates the western Gulf of Alaska in the model. The genetics and tagging data will be more fully addressed in the complete assessment for November.



2023-24 Target Goals

- Complete 3rd year of tagging and develop a plan for expanding the study (if PSMFC funding is awarded)
- Publish (finish writing and submit) peer-reviewed article
- Work with new pollock stock assessment author to develop a plan for reinstating cooperative survey
- Work with local salmon fleet and managers to explore possible research opportunities

Strategic Initiative A.2:

Fisheries Advocacy: Board of Fish

Description:

Preparing BoF Proposals and
Responding to BoF Proposals



Project Lead: Ernie Weiss



One-year Target: Preparations for February 2023 AI/AK/Chignick meeting and of other BoF Salmon issues



Multi-year Goal: Protect & strengthen our existing fisheries including at all BOF meetings

Recent Accomplishments

- AEB supported fishermen organizations to defend against proposal 282 at the March 2022 Statewide shellfish BoF meeting – resulting in no Area M salmon management changes.
- AEB reached out to meet with Board members and hosted 2 members visits to AEB communities (July 2022), and hosted 1 member to fly in to meet with fishermen (Jan 2023).
- AEB and local DHSD cod fishermen defended against Proposal 6 (Oct 2022) and supported Dungeness crab fishermen regulation preference for Peninsula Dungeness fishery (March 2022, Oct 2022, Jan 2023).
- Worked with fisher organizations and others to prepare for AI/AK Pen/Chignik meeting in February 2023.

2023-24 Target Goals

One-year Target: Preparations for February 2023 AI/AK/Chignik meeting and other BoF Salmon issues

- Provide logistics and planning for February 2023 BoF meeting including block of hotel rooms and Area M meeting room.
- Host AEB fishermen meetings and attend AC meetings and all BoF meetings.
- Facilitate and support BoF testimony and written comment from fishermen and other AEB stakeholders.
- Study ADFG and other documents when published, prepare scientific arguments in support of Area M fisheries.

Strategic Initiative B.1:

Government & Policy Advocacy

Description:

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



Project Lead: Alvin Osterback



2022-23 Target: Complete strategic action that strengthens the Borough position in the Local, State, & Federal arenas



Recent Accomplishments

- Conducted a portion of the 2022 Assembly meetings in the region.
- Defined the 2022-2023 State and Federal legislative agenda.



2023-24 Target Goals

In 2023-2024, the Borough's goals are to:

- Advocate for the State and Federal issues, such as, Community Assistance and Public Education funding
- Have Assembly Meetings in the region
- Continue to define State and Federal Legislative issues



Strategic Initiative B-2:

Government and Policy Advocacy: False Pass Airport

Description:

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



Project Lead: Alvin Osterback



Multi-year Goal: State of Alaska improves the False Pass Airport to meet the communities' needs

Recent Accomplishments

- A False Pass Airport Response Plan was created and completed.
- DOT created a scope of work that includes rehabilitating the existing airport surfaces and safety areas, installing new airport signage, installing FAA-approved LI-853 retro-reflective markers on the runway and taxiway edges, replacing both wind cone structures, replacing segmented circle, and address erosion control at Round Top Valley Creek.
- The Borough supports the scope of work but has asked the State to continue to look at engineering options to lengthen the runway; and if a feasible option is identified, the Borough and City of False Pass would like DOT to consider incorporating that solution into the project scope of work.
- In October 2022, DOT presented the False Pass Airport Project to the Aviation Project Evaluation Board. The Project scored well and is waiting for the spending plan.



2023-24 Target Goals

In 2023-2024, the Borough will:

- Draft a new False Pass Airport Response Plan;
- Continue to support the False Pass Airport Project and encourage the state to look at engineering options to lengthen the runway.



Strategic Initiative C.1:

Marine Infrastructure: Cold Bay Dock Repairs

Description:

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



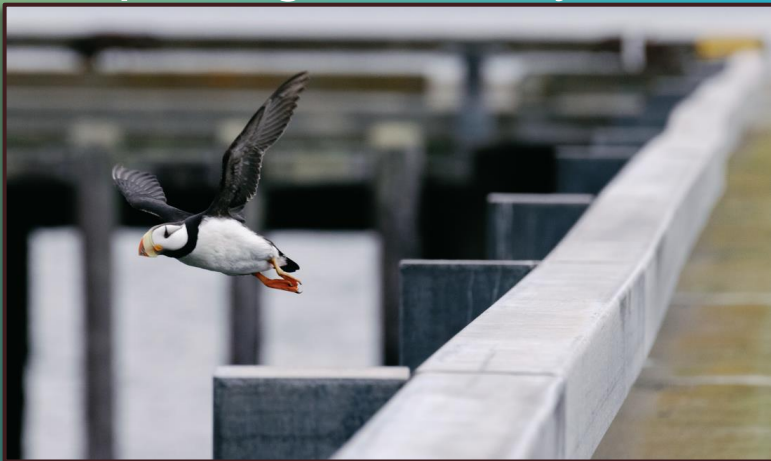
 Project Lead: Anne Bailey

 2022-23 Target: Complete a feasibility/reconnaissance study

 Multi-year Goal: Design with cost estimate completed

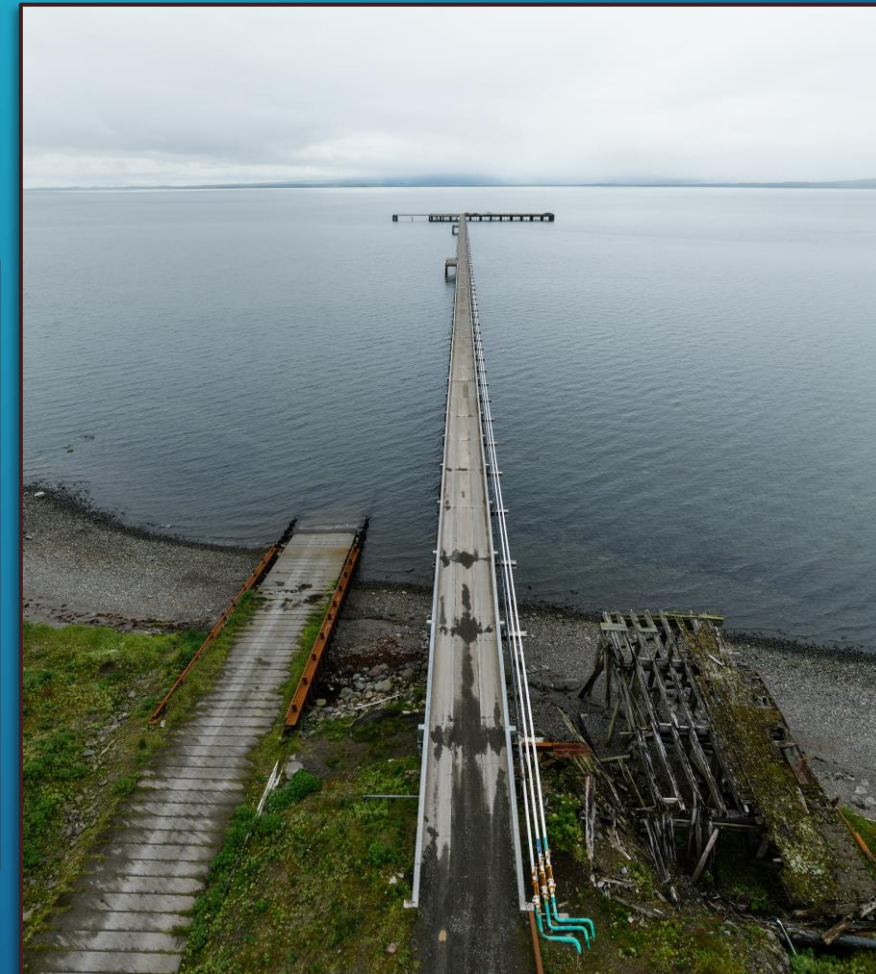
Recent Accomplishments

- The Borough issued a Request for Proposals and entered into contract with Moffatt & Nichol to conduct a Cold Bay Dock Reconnaissance/Feasibility Study.
- Moffatt & Nichol is in the process of completing the study.



2023-24 Target Goals

- Request funds for Cold Bay Dock design, permitting and geotechnical work.



Strategic Initiative C.2:
**Marine
Infrastructure –
Harbor Floats
Systems Sand
Point**

Description:

Build and complete construction of float systems in Sand Point



Project Lead: Anne Bailey



2022-23 Target: Project funding determined



Multi-year Goal: Harbor Float Systems completed

Recent Accomplishments

- Received \$4,125,000 in State of Alaska Harbor Facility Grant Funds.
- Received \$5,365,000 in PIDP funds.



2023-24 Target Goals

- Complete all the Federal and State grant requirements.
- Go out to bid for the project.



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

Description:

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



Project Lead: Charlotte Levy



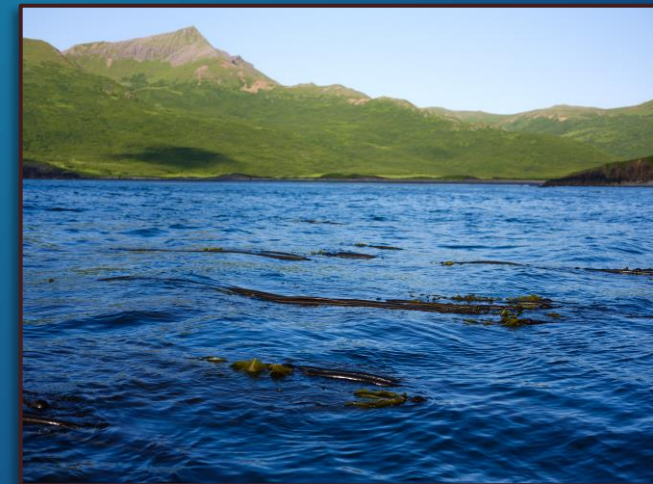
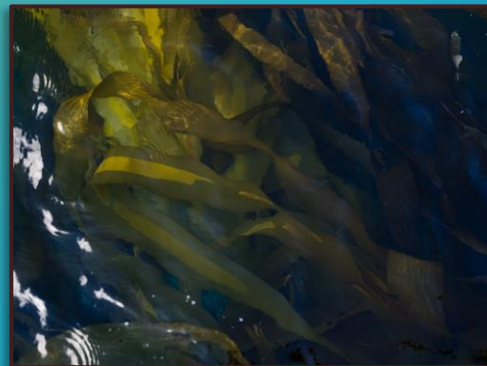
2022-23 Target: Establish a Kelp Pilot farm & identify another potential revenue streams



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

Recent Accomplishments

- Identified a local steward in Sand Point to operate the farm
- Supported local farmer to attend multiple hands-on trainings on an active farm in Kodiak
- Procured equipment and supplies for the farm
- Began process for constructing and operating farm (full farm operation expected in 2023)
- Established relationships for potential buyers



2023-24 Target Goals

- Fully construct and operate the farm, possibly transition to multiple species and test expanded footprint design
- Secure a buyer and/or recipient of raw biomass produced
- Develop a long-term plan for the farm site
- Explore other potential revenue streams (aside from mariculture)



Strategic Initiative E:

Maintenance

Description:

Prioritize and manage deferred maintenance for borough owned properties.



Project Lead: Anne Bailey



2022-23 Target:



Recent Accomplishments

- Completed the King Cove School Repairs, including the piping issue.



2023-24 Target Goals

- Issue an RFP for a Construction Contractor Term Contract to assist in completing maintenance projects.
- Complete the tasks outlined in the 2023 deferred maintenance schedule.



Strategic Initiative F:

Sand Point School

Description:

Rehabilitate the existing school building



Project Lead: Talia Jean-Louis



2022-23 Target: Grant application submitted



3-year Goal: Funding is secured to execute rehabilitation plan

Recent Accomplishments

- Received DEED funds for the Sand Point K-12 School Major Maintenance Project.
- Received and are reviewing the Project Agreement for this work.



2023-24 Target Goals

- Fully execute the DEED Grant Project Agreement.
- Execute a Memorandum of Understanding with the School District for the project.
- Enter into contract with an engineering/project management firm.
- Go out to bid for construction services.



Strategic Initiative G:

Nelson Lagoon Apartments

Description:

Identify what to do with the Nelson Lagoon teacher housing.



Project Lead: Anne Bailey



2022-23 Target: Remove Nelson Lagoon apartment as a borough asset

Recent Accomplishments

- Began corresponding with the Nelson Lagoon Village Council and APICDA regarding interest in the facility.



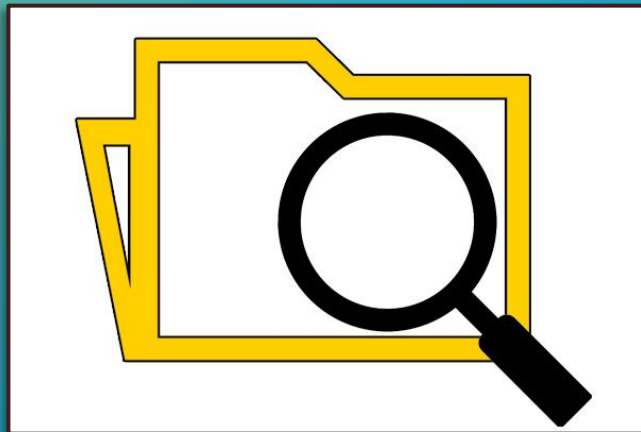
2023-24 Target Goals

- Create, initiate and complete a disposal action plan for this facility.



Component 3: Internal Assessment

Analyze the organization for opportunities to strengthen it and solve problems



Internal Improvement Projects

The following pages outline the
Internal Projects for 2022



*Internal Improvement
Project 1:*

Policy and Procedure Consistency

Description:

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



Project Lead: Anne Bailey



2022-23 Target: Identified policy and procedures drafted/updated and implemented

Recent Accomplishments

- The following policies and procedures have been implemented:
 - Borough Leave Policy
 - Borough Social Media Policy



2023-24 Target Goals

- Identify additional policy and/or procedure needs.

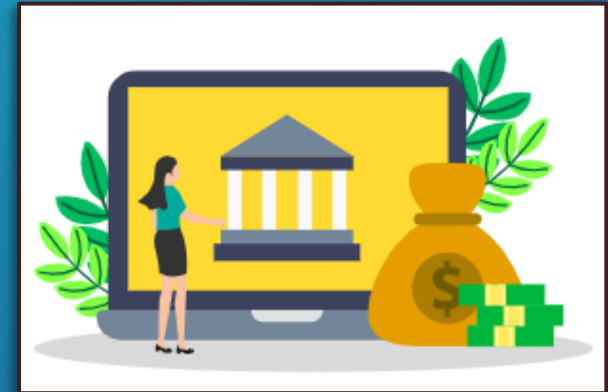


*Internal Improvement
Project 4:*

Financial Policies and Procedures

Description:

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



Project Lead: Anne Bailey



2022-23 Target: Finance policies and procedures completed

Recent Accomplishments

- The Borough has implemented the following financial policies and procedures:
 - Journal Entry Policy and Procedure
 - Bank Reconciliation Policy and Procedure
 - Credit Card Policy and Procedure



2023-24 Target Goals

The Borough plans to work on the policies and procedures for the following financials priorities:

- Investments account reconciliations
- Wire transfers
- Payable processing
- Check signing and signers
- Reimbursement requests
- New hire procedures and documentation
- Timesheets
- Personnel actions forms



*Internal Improvement
Project 6:*

Retention Schedule

Description:

Implement a retention schedule for all borough documents and records.



Project Lead: Beverly Rosete



2022-23 Target: Employee Handbook updated and approved by the assembly

Recent Accomplishments

- Retention Schedule Compliance Plan Completed
- Retention Schedule Compliance Plan Executed
- Retention Schedule Compliance Training Designed



2023-24 Target Goals

- Staff retention schedule training completed
- Integrating Laserfische as AEB's Digital Content Management Software
- All Departments using Laserfische to save their documents
- Begin transitioning all paper documents in each office location to electronic copy (scanning and saving in Laserfische) and all documents saved in folders moved to Laserfische (anticipate this process taking 2 to 3 years to complete)

