

JANUARY 2025
VISION NAVIGATION PRESENTATION
ALEUTIANS EAST BOROUGH

VISION NAVIGATION OVERVIEW

Planning is to formulate a program for accomplishment

Strategic for which is essential to be effective

Vision Navigation is partnering to plan and execute the results that are vital to the Borough





COMPONENTS

Establish the Vision : Determine the Purpose, Products, Values, Lessons, and Vision that drive and define the Aleutians East Borough

Strategic Assessment: Analyze the strategic environment and select initiatives to grow the Aleutians East Borough

Internal Assessment: Analyze the organization for opportunities to strengthen it and solve problems

COMPONENT ONE: ESTABLISH THE VISION

Purpose: the Aleutians East Borough's reason for being and why we exist

Values: beliefs or rules for business

Vision and Vivid Description: clear and compelling description of where we want to be

Products and Services: results wanted by external customers

Lessons from History: experience that is instructive to our future



PURPOSE OF THE ALEUTIANS EAST BOROUGH

OUR PURPOSE IS TO ENSURE THE STANDARD OF LIVING, WELL-BEING, AND FUTURE OF OUR
COMMUNITIES

VALUES OF THE ALEUTIANS EAST BOROUGH

Honest

to the people we represent

Open and Transparent

we believe more is better

Integrity

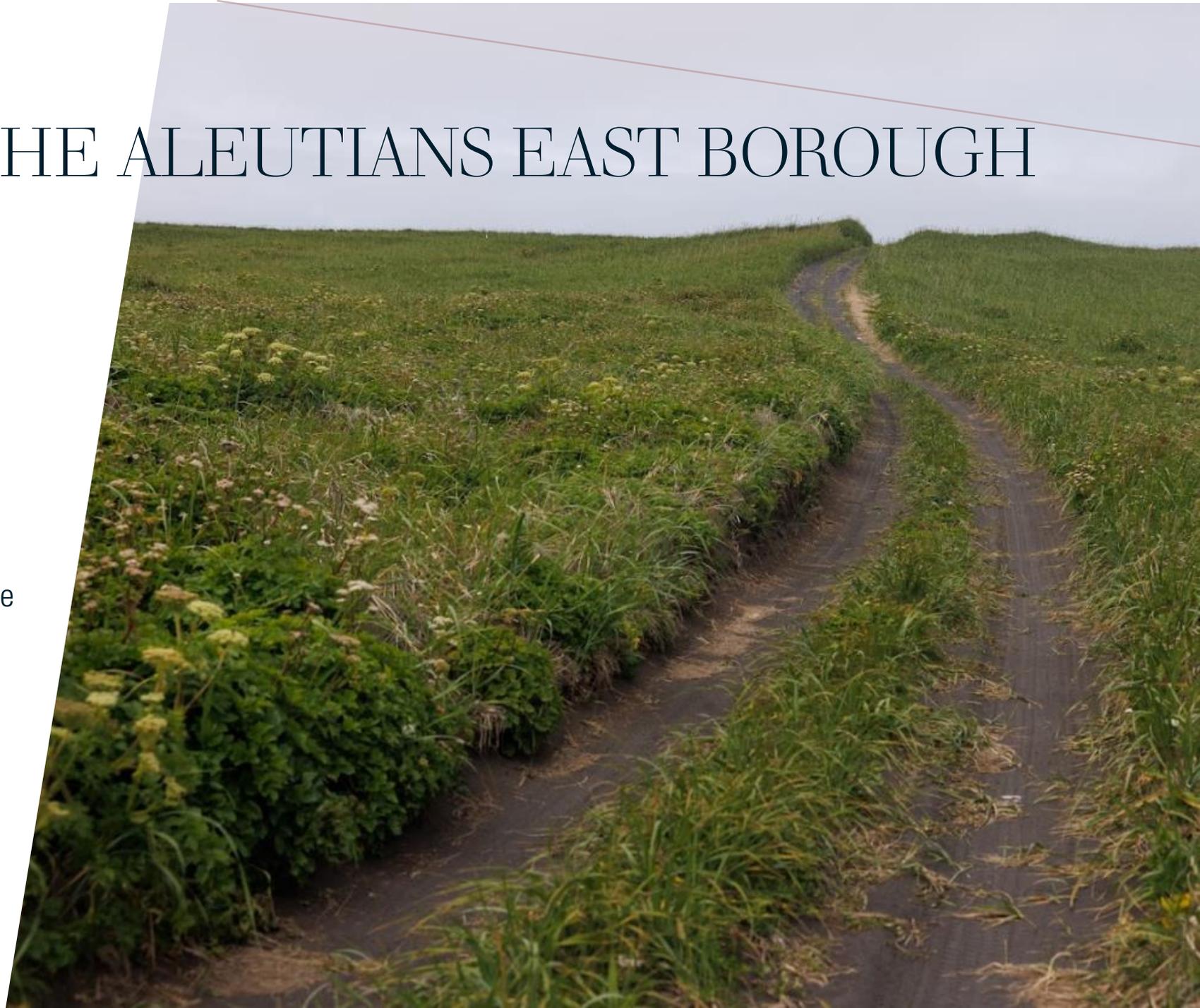
strive to improve the trust of our residents, be ethical

Be Productive

follow through with what we start

Resourceful

share the strengths of our communities



The image shows two individuals in traditional Aleutian clothing performing a dance in a grassy field. The person on the left is wearing a tall, pointed hat with blue and white stripes and a brown and tan tunic. They are holding a large, round, white drum. The person on the right is wearing a similar tunic and a dark hat with a white band. They are holding a long, thin wooden stick. The background is a blurred field of tall grass under a bright sky.

VISION OF THE ALEUTIANS EAST BOROUGH

HEALTHY PEOPLE, HEALTHY SCHOOLS, HEALTHY COMMUNITIES

Healthy people with a strong cultural identity

Diversification of industry including our natural resources and community flexibility for Borough stability

Our schools and communities are providing quality education, including secondary education and vocational skills within the communities

Planned infrastructure projects completion

Availability, utilization and development of connectivity – physical and electronic

SERVICES OF THE ALEUTIANS EAST BOROUGH

Title 29 taxation, education funding, planning

Financial Support to the School District and to the healthcare provider, Easter Aleutian Tribes

Maintenance and Construction of school facilities

Funding, construction, operations, and repair of intra-borough transportation

Support for quality of life within our communities

Planning and Zoning for Borough lands

Advocacy for fisheries and natural resources that support socio economic development through policy and research

Regional Transportation and land management plan that is comprehensive

Support for subsistence activities



STRATEGIC INITIATIVES
PROJECTS CHOSEN TO GROW AND
EXPAND THE ALEUTIANS EAST BOROUGH

PAST INITIATIVES

COMPLETED OR CONCLUDED

2018

- Youth Advisory on the Aleutians East Borough Assembly
- Budget Request Process
- Borough Asset Management
- Nelson Lagoon School Renovations
- Office Technology and Connectivity

2019

- False Pass Harbor House
- Borough Properties Surveyed
- OSHA Requirements Compliance

2021

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

2022

- Sand Point Harbor Float System
- Borough Property Maintenance Policy and Procedure
- Retention Schedule
- Public Relations and Marketing
- Community and Agency Alignment

2023

- Policy and Procedure Consistency
- Board of Fisheries
- Diversification of Natural Resources

2024

- Nelson Lagoon Apartment
- Policy and Procedure Consistency
- Akutan and Sand Point Harbor Floats
- Board of Fish



COMPLETED STRATEGIC INITIATIVE DETAIL FOR 2024

THE FOLLOWING PAGES PROVIDE DETAILS ON THE INITIATIVES COMPLETED OR
CONCLUDED IN 2024

NELSON LAGOON APARTMENT

Project Lead

Anne Bailey, Borough Administrator

Project Close Out Report Details

The Borough had a lease with the State of Alaska for the Municipal Land and owned the public-school teachers' quarters located on the Municipal Land and owned the public-school teachers' quarters located on the property. The Administration contacted the State of Alaska, and the State said the Borough could terminate the lease and relinquish the land, teachers' housing, and any other appurtenances. The Borough Assembly passed Resolution 25-13 and Ordinance 25-01, authorizing the disposal of real property. The Termination of the Teachers' Quarters lease was signed and submitted to the State of Alaska. The Borough is waiting to receive the recorded version of the document.

Description

Disposal of the Nelson Lagoon Apartment



POLICY AND PROCEDURE CONSISTENCY

BOARDS AND COMMITTEES

Project Lead

Anne Bailey, Borough Administrator

Description

Board and Committee Policy Implemented

Project Close Out Report Details

On June 1, 2024, a Borough Boards and Committees Policy was implemented. The policy stated the Borough employees may be permitted to participate on a board or committee of an outside organization in his or her official capacity as a Borough employee if a policy and procedure is followed.

BOARD OF FISH

Project Lead

Ernie Weiss, Natural Resources Director

Description

Protecting and strengthening the Aleutians East Borough fisheries through strategic preparations for and participating at the Board of Fish Meetings

Project Close Out Report Details

Board of Fish work continues. Will comment and attend the March Statewide Shellfish meeting. Proposals for next cycle including Area M cod and salmon are due on April 10th. Meetings with fishermen and Board members planned. Upcoming October WS and cod meeting. February 2026 Salmon meeting.

Milestones

Call for Proposals in April 2024 for the 2024/2025 meeting cycle netted 3 crab proposals from local fishermen for Statewide Shellfish meeting in March 2025. ACR 13 to further restrict seine gear in South Pen was opposed by the Aleutians East Borough, local fishermen groups, and processors and rejected at the October 2025 WS.

MARINE INFRASTRUCTURE HARBOR FLOATS SYSTEMS FOR AKUTAN AND SAND POINT

Project Lead

Anne Bailey, Borough Administrator

One-Year Target

Project funding determined

Description

Build and complete the construction of float systems in Akutan and Sand Point

Multi-Year Target:

Harbor Float Systems completed

WHAT IS THIS INITIATIVE INCLUDING?

Installation of the floats in the Sand Point Harbor



RECENTLY ACCOMPLISHED SAND POINT HARBOR FLOATS

- The Borough received \$4.125 million in funds from the State of Alaska Harbor Matching Grant and \$5.365 million in funds from MARAD for this project.
- The MARAD grant requirements have been completed. The requirements included:
 - Letters of Funds Availability
 - National Environmental Policy Act (NEPA)
 - Section 106
 - Engineering Risk Register
 - Risk Assessment
 - Federal Procurement and Grant Agreement Terms Negotiation

SAND POINT SCHOOL

Project Lead

Talia Jean-Louis, Assistant Borough Administrator

Description

Rehabilitate the existing school building

One-Year Target

Funding secured to complete the project

Multi-Year Target

Complete school construction

WHAT DOES THIS INITIATIVE INCLUDE

- Secure additional funding
- Complete the design and begin construction

RECENT ACCOMPLISHMENTS

- Grant from DEED secured totaling \$1,929,575 with a match of \$1,039,002 from the Borough
- Improved the HVAC and security
- Replaced fire alarm and intercom system
- Contracted with DOWL for design and build
- The State approved the Borough's request to use a Construction Manager/General Contractor (CM/GC)
- Contracted with UIC Construction for CM/GC
- Revised project budget DEED grant is \$4,427,407 and Borough match is \$2,383,989
- UIC identified cost savings bringing the project under budget

GOAL FOR THIS YEAR

- Start Construction





CURRENT STRATEGIC INITIATIVES

THE FOLLOWING PAGES OUTLINE THE STRATEGIC INITIATIVES FOR 2025-2026

FISHERIES ADVOCACY

FEDERAL FISHERIES ISSUES

Project Lead

Ernie Weiss, Natural Resources Director

Description

Track issues before the North Pacific Fishery Management Council and advocate positions favorable to the Aleutians East Borough fishermen and communities, including in BSAI and GOA crab and groundfish management

One-Year Target

Develop positions and strategy on issues in collaboration with partners, including fishermen and processors

Multi-Year Target

Achieve positive change in fishery management

WHAT DOES THIS INITIATIVE INCLUDE

- Secure additional funding for research projects
- Continue partnerships with local fisher groups and agencies
- Attendance at Council, committee, and plan team meetings
- Read and study NPFMC papers and provide context
- Provide written and oral testimony to NPFMC

RECENT ACCOMPLISHMENTS

- The Aleutians East Borough staff appointments to NPFMC committee
 - Participation in the Council, AP, SSC, and Plan team meetings
- Impactful written comments and testimony to the Council
 - Submitted comments on AFA Program Review (February 2024 D4)
 - Submitted comments and testified on Chum Bycatch IR (April 2024 C2)
- The Aleutians East Borough leadership on Electronic Monitoring EFP – move to regulated program
- Cod Tagging initiative changing plan team management paradigm
- Introduced Eligible Pollock Processing Communities concept to NPFMC Staff

GOALS FOR THIS YEAR

- NPFMC review of groundfish rationalization programs
 - AFA program review set for June 2025
 - Push for Eligible Pollock Processing Community amendment
- NPFMC action on bycatch
 - Chum Salmon Bycatch action February 2025 with final action in October 2025
- Consideration of new rationalization programs
 - GOA pollock and/or cod
- Potential management changes to reflect new data
 - Cod tagging

FISHERIES RESEARCH

COD TAGGING STUDY

Project Lead

Charlotte Levy, Fishery Analyst

Description

Research that supports the management of local commercial fisheries and provides more fishing opportunity for local harvesters.

One-Year Target

Satellite tagging project completed

Multi-Year Target

Support stock assessment and restructuring of cod management to reallocate some BS quota to WGOA

WHAT DOES THIS INITIATIVE INCLUDE

- Analyzing satellite tag data to generate movement pathways
- Publishing peer reviewed articles on results of the GOA tagging
- Develop interim measures to reallocate ABC from BS to WGOA that are acceptable to stock assessment authors
- Presenting results to stakeholders, PT/Council, conferences

RECENT ACCOMPLISHMENTS

- Completed the 2024 releases
- Received an additional \$60k to continue tagging in 2025
- Presented at multiple conferences and to stock assessors
- Started GOA peer-reviewed publication
- Held a research workshop at NOAA AFSC attended by 60+ cod researchers from across the country
- Secured commitment form stock assessment to work on interim measures

Pacific cod (*Gadus macrocephalus*) Workshop – Field Efforts and Current Research 2023

by

Kimberly M. Rand¹, Alexandra Dowlin², Charlotte Levy³, Susanne McDermott², Julie Nielsen⁴, Sean Rohan²

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Leesburg, VA, 20175

Under Contract to

National Oceanic and Atmospheric Administration

National Marine Fisheries Service

Alaska Fisheries Science Center

7600 Sand Point Way N.E.

Seattle, WA 98115-6349

²National Oceanic and Atmospheric Administration

National Marine Fisheries Service

Alaska Fisheries Science Center

Resource Assessment and

Conservation Engineering Division

7600 Sand Point Way N.E.

Seattle, WA 98115-6349

³Aleutians East Borough

Anchorage Office

3380 C St., Suite 205

Anchorage, AK 99503

⁴Kingfisher Marine Research, LLC

1102 Wee Burn Dr.

Juneau, AK 99801

GOAL FOR THIS YEAR



Complete one final winter charter in March 2025



Finish writing and submit peer-review publication on GOA



Develop interim measures for stock assessment to reallocation some ABC form BS FMP to WGOA



Transition to acoustic tagging project

FISHERIES RESEARCH ACOUSTIC TAG PILOT STUDY

Project Lead

Charlotte Levy, Fishery Analyst

Description

Research that supports the management of local commercial fisheries and provides more fishing opportunity for local harvesters.

One-Year Target

Acquire grant funding and complete procurement

Multi-Year Target

Test feasibility of acoustics in Unimak Pass and design optimal array

WHAT DOES THIS INITIATIVE INCLUDE

- Serve as CO-PI (not main) for equipment and supply purchasing, vessel contracting, field work and analysis
- Deploying and retrieving acoustic mooring and tags
- Analyzing tags to determine minimum distance between moorings to capture directional movement under Unimak environmental conditions
- Peer review publication
- Designing optimal array across Unimak Pass

RECENT ACCOMPLISHMENTS

- Consulted with experts to design a feasibility study
- Completed application to North Pacific Research Board (potential PSMFC Pacific cod 2020 disaster funds as backup)
- Anticipated allocation of additional \$75K from PSMFC grant to purchase equipment as match
- Secured partnership and support from stock assessment, A00S, and Ocean Tracking Network

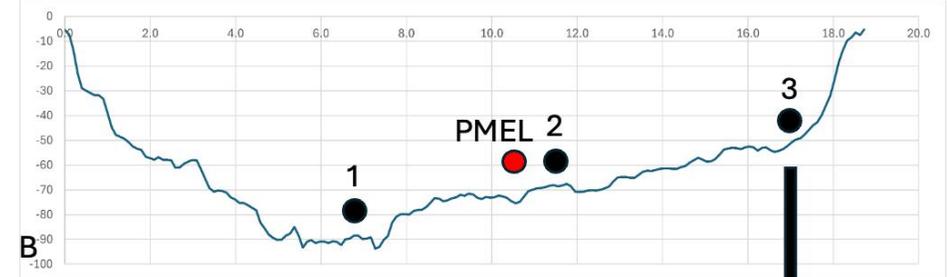
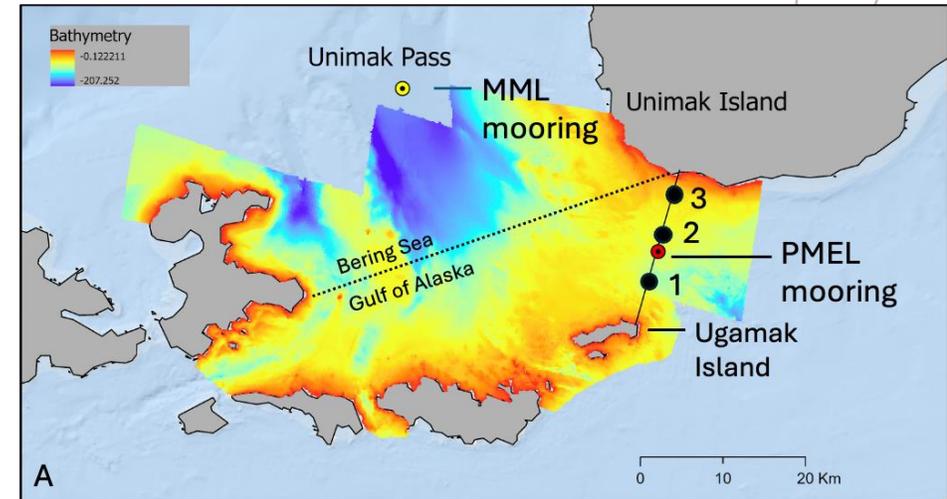
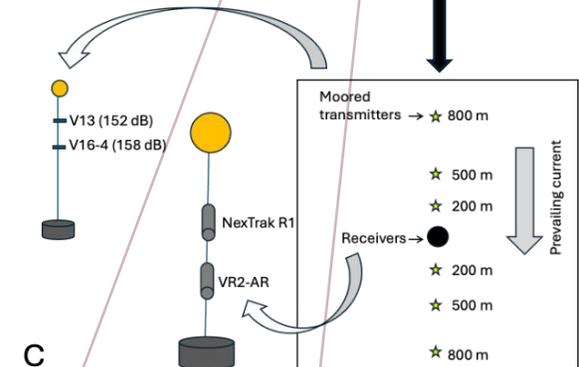


Figure 2. Location of a potential acoustic array in Unimak Pass. A) Map of study area with existing MML/PMEL moorings and locations of range test stations. B) Vertical profile of potential array with locations of range test stations and PMEL mooring. C) Configuration of receiver and test tags at each station.



GOAL FOR THIS YEAR



Secure funding for feasibility



If funded, purchase equipment and supplies and complete the vessel bid processing and contracting

FISHERIES RESEARCH

SUPPLEMENTAL GROUND FISH SURVEY

Project Lead

Charlotte Levy, Fishery Analyst

Description

Revisiting previous pollock cooperative survey results and investigating potential for long-term supplemental survey for winter pollock abundance

One-Year Target

Assess long-term feasibility and secure AFSC partnership

Multi-Year Target

Implement program and integrate into winter apportionment

WHAT DOES THIS INITIATIVE INCLUDE

- Summarizing previous results i.e. what worked and didn't work
- Refining the goal and objective of a cooperative study
- Working with ASFC stock assessment and hydroacoustic to understand what is needed to improve winter apportionments/assess feasibility
- Identify ways to make a program sustainable long-term
- Develop proposal and/or identify alternative solutions

RECENT ACCOMPLISHMENTS

- Created an outline of concerns and questions
- Scheduled meetings with AFSC scientists

GOAL FOR THIS YEAR

- Define problem/needs statement and identify solutions
- Outline possible long-term partnership/funding mechanisms
- Discuss next steps with AFSC and develop proposal if appropriate

GOVERNMENT AND POLICY ADVOCACY

Project Lead

Alvin Osterback, Borough Mayor

Description

Advocate for government and policy improvement for the Aleutians East Borough and communities

One-Year Target

Complete strategic action that strengthens the Borough position in the Local, State, and Federal arenas.

Multi-Year Target

Continue to influence legislation and policy action that promotes the interest of the Aleutians East Borough and region.

RECENT ACCOMPLISHMENTS

- Fish Advocacy Meetings
- Defined the 2024-2025 State and Federal Legislative Agenda
- Continue to advocate for and represent the Borough and communities

GOAL FOR THIS YEAR

- Advocate for State and Federal issues, such as Community Assistance, Public Education, and Maintenance Funding
- Address essential air service needs and the Akun Dock and Breakwater funding
- Continue to define State and Federal Legislative issues
- Create a binder for elected officials that include information on Borough projects and funding responsibilities
- Update white papers for Borough projects
- Continue to advocate for the False Pass airport

MAINTENANCE

Project Lead

Anne Bailey, Borough Administrator

Description

Prioritize and manage maintenance for Borough-owned properties.

One-Year Target

Reduce equipment failures and downtime; decrease maintenance costs and strive to conduct an 80% planned maintenance and 20% reactive maintenance

WHAT DOES THIS INITIATIVE INCLUDE

- Create a maintenance plan for major building components for all Borough-owned buildings
- Conduct maintenance



RECENT ACCOMPLISHMENTS

Completed
Construction
Contractor Term
Contracts

Akutan School

- repaired the stairwell

Cold Bay Terminal

- Repaired the cargo door and general maintenance conducted

False Pas School

- Boiler and electrical work has been conducted

King Cove School

- Conducting LED light upgrades

Sand Point School

- Boiler work and sewage pipe repairs

GOAL FOR THIS YEAR



Create a maintenance plan for the boilers, air handler units, HVAC systems, and other items in the Borough owned buildings



Strive for the 80/20 rule where 80% of the maintenance program should be planned maintenance, and the other 20% should be reactive



Complete tasks outline in the 2025 deferred maintenance schedule



CURRENT INTERNAL IMPROVEMENT PROJECTS

THE FOLLOWING PAGES OUTLINE THE INTERNAL IMPROVEMENT PROJECTS FOR
2025-2026

FINANCIAL POLICIES AND PROCEDURES

Project Lead

Jacki Brandell, Finance Director

One-Year Target

Finance policies and procedures completed

Description

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

WHAT DOES THIS INITIATIVE INCLUDE

- 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

RECENT ACCOMPLISHMENTS

- Revenues and Cash Receipts Policies and Procedures
 - Recognition and accounting of revenues
 - Interest Income
 - Deposit preparation
 - Grants receivables
- Liabilities and Equity Policies and Procedures
 - Compensated absences
 - Use of payable account
- Expenditures and Disbursement Policies and Procedures
 - Community Grants – subrecipient procedures
 - General grant procedures

GOAL FOR THIS YEAR

- Financial and Tax Reporting
 - Standard financial statements
 - Annual audit
 - Budgeting governmental returns
- Liabilities and Equity
 - Pensions and post-employment benefits
 - Fund transfers
 - General obligation of bonds
 - Equity



RETENTION SCHEDULE AND LASERFICHE UPGRADE

Project Lead

Beverly Rosete, Borough Clerk

Description

Implement a retention schedule for all Borough documents and records. Utilize the records management software for better storing

One-Year Target

Continued utilization from staff with completed and finalized documents.

Multi-Year Target

All paper files from each Borough office scanned, saved, and retained in accordance with the retention schedule

WHAT DOES THIS INITIATIVE INCLUDE

- Written policies and procedures
- Comparison of different retention schedules and records management systems
- Implementation of the retention schedule
- Staff training and compliance
- All records stored appropriately

RECENT ACCOMPLISHMENTS

- Staff training
- Written policies and procedures
- Written user guide for Laserfiche
- Laserfiche implementation
- Importation of paper documents

GOAL FOR THIS YEAR

- Continued utilization
- Continued importation of paper documents
- Workflow creation and utilization



THANK YOU