

“The essential task of leadership is to create an **alignment of strengths** in ways that make a system’s weaknesses irrelevant.”

Peter Drucker

# Statutory Corporations

- ❖ AIDEA, Alaska Railroad, Alaska Aerospace
- ❖ Corporations not agencies or State departments
- ❖ Driven by the Business case - revenues will pay for costs
- ❖ Service to the residents of the State
- ❖ Separate Board of Directors, procurement processes, ability to own things
- ❖ Take advantage of State benefits, pensions
- ❖ Accept funds from the State or Federal

# Possible Organization



- ❖ AMHS – Statutory Corp, Board of Directors
- ❖ FOC – Subsidiary, Operating Board appointed by AMHS, own employees
- ❖ Capital Holding - Own assets, capital maintenance
- ❖ Planning – design and schedule routes, set fees

# Finance

- ❖ Commitment – this is an Alaskan necessity, length of routes
- ❖ Set rates so that system wide costs are being paid
- ❖ Bright line between politics and finance (bonding authority)
- ❖ Scale!!!
- ❖ FOC – Operations and maintenance
- ❖ Holding – owns fleet, bonds (AMHS), accepts funds
- ❖ State turns over all assets to AMHS, endowment for future support (funded through State bond) - contribution in lieu of highways
- ❖ Sell and buy as necessary
- ❖ Communities served contributes (terminals) or guarantees volume
- ❖ One ferry system
- ❖ Jones Act Waiver

# Design

- ❖ Commitment – this is an Alaskan necessity
- ❖ Look at function – what is being accomplished not how
- ❖ Design routes to meet function
- ❖ Alternate methods
- ❖ Build on strengths
- ❖ Treat as a system
- ❖ Business Case

# Appreciative Inquiry Summit

- ❖ Deliberate process to build on strengths and meet “dreams” of those impacted by the “project”
- ❖ Large group technique
- ❖ US Navy, British Airways, City of Cleveland, Pepsico,
- ❖ AI involves the art and practice of asking questions that strengthen as system’s capacity to heighten positive potential. It mobilizes inquiry through crafting an “unconditional positive question” often involving hundreds or sometimes thousands of people.

The human soul has still  
greater need of the ideal than of  
the real. It is by the real that we  
exist; it is by the ideal that we  
live.

Victor Hugo