

CITY OF UNALASKA  
UNALASKA, ALASKA

RESOLUTION 2021-69

A RESOLUTION OF THE UNALASKA CITY COUNCIL ADOPTING THE CITY OF UNALASKA'S  
PRIMARY FOCUS AREAS

WHEREAS, the Unalaska City Council believes the development of identified focus areas is vital to the effectiveness of the organization and the future of the community; and

WHEREAS, the Unalaska City Council developed a list of ideas for focus areas and goals through a strategic planning session which included input and collaboration from a professional consultant and facilitator, the City Manager and Department Directors; and

WHEREAS, the Unalaska City Council's ideas are set out in Attachment A, and will serve as a constructive framework for staff to explore how they might be incorporated operationally; and

WHEREAS, the Unalaska City Council refined the list into three primary focus areas; and

WHEREAS, with the support of the City of Unalaska's new Mission Statement, the establishment of these primary focus areas will help city staff and officials to better align our activities, time and resources.

NOW THEREFORE BE IT RESOLVED that the City of Unalaska hereby adopts the following Primary Focus Areas:

- Capitalize on Tri-lateral Agreement and Industry Partnerships
- Develop an Arctic Port
- Promote Organizational Efficiencies and Fiscal Sustainability

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on October 12, 2021.



Vincent M. Tutiakoff, Sr.  
Mayor

ATTEST:



Marjie Veeder, CMC  
City Clerk



**ATTACHMENT A**  
**Resolution 2021-69**

Outcome of the Focus Area / Goal Discussion on August 13, 2021  
(Updated from City of Unalaska – City Council August 2021 Planning Retreat Report)

- (4) **Capitalize on Tri-lateral Agreement** - Look for partnering opportunities (i.e.: Tri members and Clinic work together for Imaging Center); Potential key to unlocking housing challenge.
- (3) **Develop an Artic Port** - Improve / promote standing as an international port. Capitalize on the changing conditions and routes via the Arctic Circle.
- (3) **Identify what City currently does for Housing in City** - And identify what can be done in the future. (i.e.: Cost for utilities; Identify land that could be developed; Identify what we can do to promote more housing development)
- (2) **Identify EMS deficiencies** - And develop a plan/process to address/correct them. (i.e.: Communication and coordination on King Air crash/ Life Med; Tsunami warnings – ensure all residents know where to go; Review capabilities of Fire Dept.)
- (1) **Establish orientation/training workshop for new council members** - (i.e.: Explain Roles and Responsibilities of a council member, what's going on within the City such as major projects planned or underway, or at minimum develop an S.O.P for new council members).
- (1) **Air transportation** - (i.e.: Need more carriers into Dutch Harbor; Expansion of airport).
- (1) **Financial security** – Ensure we maintain principal base and invest. Use interest for: special projects; general fund; endowment, CMMP and matching grant funds.
- Establish annual or biannual **workshop for city management and council to focus on citywide needs assessment**
- **Housing** - Evaluate (within) city owned housing and develop solutions to identify issues/needs.
- **Natural Resources** - Geothermal focus capitalize on project's potential to diversify economy.

---

---

## MEMORANDUM TO COUNCIL

---

---

To: Mayor and City Council Members  
From: Erin Reinders, City Manager  
Date: October 12, 2021  
Re: Resolution 2021-69: Adopting the City of Unalaska's Primary Focus Areas

---

---

**SUMMARY:** Council is refining its goals and focus areas identified during Strategic Planning in August. These were discussed at the September 14 Council meeting and tonight Council continues their work toward the adoption of primary focus areas.

**PREVIOUS COUNCIL ACTION & BACKGROUND:** Department Directors, the Mayor and Council Members participated in Strategic Planning Sessions the week of August 9, 2021 with facilitator Karen Kirk. The session for Directors was August 9-11; and the session for Mayor and Council was August 12-13. The Mayor and Council performed a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats); developed an organizational Mission Statement; and identified areas of focus and goals. No formal action was taken at that time. The facilitator provided a final report summarizing the process, outcomes and next steps.

Mayor and Council agreed to the following Mission Statement in the Strategic Planning Session: ***"To provide a sustainable quality of life through excellent stewardship of government."*** Council discussed the next steps for rolling out the Mission Statement at the September 14, 2021 Council Meeting, and adopted the Mission Statement via Resolution 2021-65 on October 4, 2021.

The following is a list of the goals and focus areas identified by Mayor and Council per the final report provided by Ms. Kirk. The report identifies how many individuals identified each goal/focus area as a priority (four or five members were present at any given time).

- (4) **Capitalize on Tri-lateral Agreement** - Look for partnering opportunities (i.e.: Tri members and Clinic work together for Imaging Center); Potential key to unlocking housing challenge.
- (3) **Develop an Artic Port** - Improve / promote standing as an international port. Capitalize on the changing conditions and routes via the Arctic Circle.
- (3) **Identify what City currently does for Housing in City** - And identify what can be done in the future. (i.e.: Cost for utilities; Identify land that could be developed; Identify what we can do to promote more housing development)
- (2) **Identify EMS deficiencies** - And develop a plan/process to address/correct them. (i.e.: Communication and coordination on King Air crash/ Life Med; Tsunami warnings – ensure all residents know where to go; Review capabilities of Fire Dept.)
- (1) **Establish orientation/training workshop for new council members** - (i.e.: Explain Roles and Responsibilities of a council member, what's going on within the City such as major projects planned or underway, or at minimum develop an S.O.P for new council members).
- (1) **Air transportation** - (i.e.: Need more carriers into Dutch Harbor; Expansion of airport).
- (1) **Financial security** – Ensure we maintain principal base and invest. Use interest for: special projects; general fund; endowment, CMMP and matching grant funds.

- Establish annual or biannual **workshop for city management and council to focus on citywide needs assessment**
- **Housing** - Evaluate (within) city owned housing and develop solutions to identify issues/needs.
- **Natural Resources** - Geothermal focus capitalize on project's potential to diversify economy.

Council began discussion about refining and clarifying the goals and focus areas at the September 14, 2021 Council Meeting. The need for continued discussion is what brings us here tonight.

**DISCUSSION:** This is a long list of important topics. This purpose of Strategic Planning is to identify a few of those important topics that Council sees as the priority areas for the city to prioritize its focus over the coming year, or years. Financial resources and staffing capacity is finite. Identifying primary focus areas helps Council and staff align their efforts on the same target and plan our activities, time and resources.

That being said, this list will serve as a constructive framework for staff to explore how they might be incorporated operationally. This includes improving interdepartmental communications and coordination for emergencies, identifying our capacity and capabilities, organizing training and workshop with council members, inviting Council members stop into some of staff's regularly scheduled meetings to gain additional insight into how we prepare major initiatives such as the CMMP for example, and drafting legislative priorities.

I have reviewed Council's Strategic Planning report, Council's feedback from the September 14<sup>th</sup> meeting, and identified work we have already begun at Council's direction. With all that in mind, I propose for Council's consideration three primary focus areas with applicable details. They interrelate and support each other as well as compliment efforts we are engaged with presently. Coupled with the recently approved Mission Statement, these focus areas provide the necessary context and synergy necessary for forward momentum.

- **Capitalize on Tri-lateral Agreement and Industry Partnerships**
  - This will enable a more holistic approach to support housing opportunities, healthcare, economic development, and geothermal power.
  - This is already in action with supporting the Geothermal Project, and will continue.
  - Housing was specifically mentioned during Strategic Planning, so City staff should begin with providing Council an overview of what has been done to promote housing in the community (i.e. utility extension assistance, infill development study, tax incentives, and minimum lot size reduction). We can then identify if we might be able partner with the OC, Tribe or other entities in some areas.
- **Develop an Arctic Port**
  - This will be done with our Tri-lateral partners and the community to help diversify our economy. The Tribe has already submitted an IRT request in support of the Arctic Port development.
  - This is supported by pending Federal Legislative Priorities and related capital projects (Arctic Port support, Army Corps dredging, Ports Fund projects, Captain's Bay Road).
  - Council and staff can consider what other actions might help support this as we enter into the next budget cycle, such as a community branding initiative.

- **Promote Organizational Efficiencies and Fiscal Sustainability**
  - This focus highlights the importance of working with partners, economic development, and arctic port development to diversify our economy, expand revenue streams, and utilize geothermal power.
  - This is supported by our current efforts to create a standalone Emergency Fund, a new Permanent Fund each with individual purposes identified, specific investment policies statements, and disbursement strategies/criteria.
  - Staff will continue to increase efficiencies in and the effectiveness of our operations.
  - Staff will begin to identify ways to reduce the City's carbon footprint utilizing geothermal power.
  - Staff is exploring an organizational wide approach to identify, apply for and administer grant opportunities that support capital projects on the CMMP.

I have developed a resolution for Council to consider this evening that identifies these three primary focus areas, and references the original list as well.

**ALTERNATIVES:** Council could adopt this resolution as is, revise, or defer the item for further discussion.

**STAFF RECOMMENDATION:** Staff recommends approval.

**PROPOSED MOTION:** I move to adopt Resolution 2021-69.

**CITY MANAGERS COMMENTS:** This resolution is based on Council feedback from the September 14, 2021 meeting and Strategic Planning Sessions. Establishing primary focus areas will help city staff and officials to better align our activities, time and resources with Council's vision. I am pleased to be at this point.

**ATTACHMENTS:**

- City of Unalaska – City Council August 2021 Planning Retreat Report